

# **ANNOTATED MINUTES**

Tuesday, August 4, 1998 - 10:30 AM  
Multnomah County Courthouse, Boardroom 602  
1021 SW Fourth Avenue, Portland

## **BOARD BRIEFING**

*Vice-Chair Sharron Kelley convened the meeting at 10:33 a.m., with Commissioners Gary Hansen, Diane Linn and Lisa Naito present, and Chair Beverly Stein excused.*

- B-1 Hawthorne Bridge Paint and Deck Replacement Project Update. Presented by Stan Ghezzi.

**STAN GHEZZI INTRODUCED ED WORTMAN, JOHN LINDENTHAL, GARY OXMAN, CHUCK MAGGIO, DOUG EAKIN OF ODOT AND RANEI NOMURA OF DEQ. STAN GHEZZI, ED WORTMAN AND JOHN LINDENTHAL PRESENTATION AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. DR. OXMAN COMMENTS IN SUPPORT OF CONTAINMENT PROCESS.**

*There being no further business, the meeting was adjourned at 11:20 a.m.*

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Thursday, August 6, 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 Gary Hansen, Diane Linn and Lisa Naito present.*

## **CONSENT CALENDAR**

**UPON MOTION OF COMMISSIONER KELLEY,  
SECONDED BY COMMISSIONER HANSEN, THE**

***CONSENT CALENDAR (ITEMS C-1 THROUGH C-9)  
WAS UNANIMOUSLY APPROVED.***

**DEPARTMENT OF ENVIRONMENTAL SERVICES**

- C-1 ORDER Cancelling Land Sale Contract 15440R with Herbert H. Wise and Richard Wise Upon Default of Payments and Performance of Covenants

***ORDER 98-101.***

- C-2 ORDER Authorizing Execution of Deed D981509B Upon Complete Performance of a Contract with Earl Fletcher

***ORDER 98-102.***

- C-3 ORDER Authorizing Execution of Deed D981554 for Repurchase of Tax Foreclosed Property to Former Owner George W. Gaston

***ORDER 98-103.***

- C-4 ORDER Authorizing Execution of Deed D981556 for Repurchase of Tax Foreclosed Property to Former Owner the Estate of James McIver

***ORDER 98-104.***

- C-5 ORDER Authorizing Execution of Deed D991557 for Purchase of Certain Tax Foreclosed Property by Peninsula Drainage District No. 2

***ORDER 98-105.***

- C-6 ORDER Authorizing Execution of Deed D981559 for Repurchase of Tax Foreclosed Property to Former Owner the Estate of James McIver

***ORDER 98-106.***

**DEPARTMENT OF COMMUNITY AND FAMILY SERVICES**

- C-7 Renewal of Intergovernmental Agreement 9910256 with the Burlington Water District for Phases II and III of the NW Main Street Distribution Replacement Project

- C-8 Amendment 2 to Intergovernmental Agreement 102778 with the City of Fairview to Increase Funding to Purchase Sixth/Harrison Street Storm Drain

Improvements; Revise the End Date of the Walnut Lane Culvert Project to June 30, 1998; and Extend the End Dates of the Emergency Communication, Fifth Street Storm, and Halsey Bypass Projects to June 30, 2000

- C-9 Amendment 3 to Intergovernmental Revenue Agreement 101618 with the State Mental Health and Developmental Disability Services Division Adding Revised Language for the Implementation of Self Directed Individual and Family Support

## **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 LIBRARY SERVICES**

- R-2 Results from RESULTS: Results in the Hiring Process. Presented by Cindy Gibbon, Tom Olson and Francie Berg.

***TOM OLSON, CINDY GIBBON, FRANCIE BERG  
AND BECKY COBB PRESENTATION AND  
RESPONSE TO BOARD QUESTIONS. CHAIR  
STEIN COMMENTS IN SUPPORT.***

## **NON-DEPARTMENTAL**

- R-3 Report of the 1998 Multnomah County Salary Commission. Presented by Mary Ann Wersch and Ron McGee.

***GARY BLACKMER INTRODUCED MARY ANN  
WERSCH AND RON MCGEE. MS. WERSCH  
PRESENTATION. MR. BLACKMER AND MS.  
WERSCH RESPONSE TO BOARD QUESTIONS  
AND DISCUSSION. BOARD COMMENTS IN  
SUPPORT OF WORK OF SALARY COMMISSION.***

## **DEPARTMENT OF SUPPORT SERVICES**

- R-4 Ratification of Settlement of a Class Action Overtime Grievance and Related Claims, Including Ratification of Necessary Conditional Amendments to the 1992-95 Collective Bargaining Agreement Between Multnomah County and the International Union of Operating Engineers Local 701, as Amended and Extended through June 30, 1998
- R-5 Ratification of Settlement of a Class Action Overtime Grievance and Related Claims, Including Ratification of Necessary Conditional Amendments to the 1992-95 Collective Bargaining Agreement Between Multnomah County and the Multnomah County Corrections Officers Association (MCCOA), as Amended and Extended through June 30, 1998
- R-6 Ratification of Settlement of a Class Action Overtime Grievance and Related Claims, Including Ratification of Necessary Conditional Amendments to the 1992-95 Collective Bargaining Agreement Between Multnomah County and the Multnomah County Deputy Sheriffs Association (MCDSA), as Amended and Extended through June 30, 1998
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- R-8 Ratification of Settlement of a Class Action Overtime Grievance and Related Claims, Including Ratification of Necessary Conditional Amendments to the 1992-95 Collective Bargaining Agreement Between Multnomah County and the Oregon Nurses Association (ONA), as Amended and Extended through June 30, 1998
- R-9 Ratification of Settlement of a Class Action Overtime Grievance and Related Claims, Including Ratification of Necessary Conditional Amendments to the 1992-95 Collective Bargaining Agreement Between Multnomah County and AFSCME, Local 88 (Juvenile Custody Specialist Unit), as Amended and Extended through June 30, 1998
- R-10 Ratification of Settlement of a Class Action Overtime Grievance and Related Claims, Including Ratification of Necessary Conditional Amendments to the 1998-2001 Collective Bargaining Agreement Between Multnomah County and AFSCME, Local 88 (General Employees Unit)

**COMMISSIONER KELLEY MOVED AND  
COMMISSIONER HANSEN SECONDED,**

**APPROVAL OF R-4 THROUGH R-10. DARRELL MURRAY EXPLANATION. SETTLEMENT AGREEMENTS UNANIMOUSLY RATIFIED.**

**DEPARTMENT OF JUVENILE AND ADULT COMMUNITY JUSTICE**

- R-11 First Reading of an ORDINANCE Designating the County Supervisory Authority, Defining County Secure Residential Treatment Facilities, and Amending MCC 2.30.800 and Creating MCC 2.30.310

**ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. FOLLOWING TITLE CLARIFICATION BY COUNSEL JACQUIE WEBER, COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF FIRST READING OF SUBSTITUTE ORDINANCE DESIGNATING THE COUNTY SUPERVISORY AUTHORITY AND AMENDING MCC 2.30.800 AND CREATING MCC 2.30.310. MS. WEBER EXPLANATION AND RESPONSE TO BOARD QUESTIONS. ELYSE CLAWSON EXPLANATION AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. IN RESPONSE TO COMMENTS OF COMMISSIONER HANSEN, CHAIR STEIN ADVISED SHERIFF NOELLE FEELS COMFORTABLE WITH THIS ORDINANCE. NO ONE WISHED TO TESTIFY. FIRST READING UNANIMOUSLY APPROVED. SECOND READING THURSDAY, AUGUST 13, 1998.**

**DEPARTMENT OF ENVIRONMENTAL SERVICES**

- R-12 First Reading of an ORDINANCE Amending Ordinance No. 909, in Order to Correct Several Inadvertent Typographical Errors and Omissions Contained in that Ordinance Relating to the Animal Control Code and Declaring an Emergency

**ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER KELLEY MOVED AND COMMISSIONER LINN SECONDED, APPROVAL OF FIRST READING AND ADOPTION. COMMISSIONER NAITO EXPLAINED SHE INTENDS TO ABSTAIN FROM VOTING AS SHE**

WAS NOT HERE FOR THE PRIOR HEARINGS. MATTHEW RYAN EXPLANATION OF ERRORS AND OMISSIONS. DONNA MATRAZZO PRESENTATION AND TESTIMONY IN OPPOSITION TO EXEMPTION OF COMMERCIAL DOG KENNELS TO NOISE CONTROL LAW. ATTORNEY DANIEL KEARNS TESTIMONY IN SUPPORT OF LAND USE NON-CONFORMING USE LEGALLY OBTAINED BY SAUVIE ISLAND KENNEL OWNER CLIENT DOUG SHADE. KENNEL OWNERS DOUG SHADE, JIM CHARLTON AND ANGELA SCHILEREFF TESTIMONY IN SUPPORT OF PROPOSED ORDINANCE. AT THE REQUEST OF CHAIR STEIN, MR. RYAN EXPLAINED THE FOCUS OF THIS ORDINANCE HAS ALWAYS BEEN ON THE URBAN BARKING DOG ISSUE AND THAT IS WHY THIS ORDINANCE EXEMPTS THOSE TYPES OF OPERATIONS FROM THE REGULATIONS AND LEAVES IT TO LAND USE PLANNING TO ADDRESS THEM. IN RESPONSE TO BOARD QUESTIONS, KATHY BUSSE AND LISA ESTRIN EXPLAINED THAT IN ADDITION TO THE KENNEL EXEMPTION, THE ORDINANCE PROVISION RELATING TO LAND USE IS THE NOTIFICATION PROCESS REQUIRING LAND USE APPROVAL PRIOR TO ISSUANCE OF AN ANIMAL FACILITIES LICENSE PERMIT. MS. ESTRIN EXPLAINED LAND USE CANNOT GO BACK AND IMPOSE NEW REQUIREMENTS ON THE STRUCTURES OR FACILITIES OF THOSE SAUVIE ISLAND KENNELS WHICH HAVE PRE-EXISTING EXEMPTIONS, AND THAT UNDER CURRENT EFU AND CFU ZONES, NEW KENNELS ARE NOT PERMITTED, BUT EXISTING KENNELS ARE ALLOWED TO EXPAND. MS. ESTRIN EXPLAINED THERE IS A PROBLEM PRESENTLY COORDINATING AN EXPANSION OF A DOG KENNEL BETWEEN ANIMAL CONTROL AND LAND USE BECAUSE LAND USE IS NOT INFORMED IF THERE IS AN EXPANSION TO THE ANIMAL FACILITIES LICENSE. COMMISSIONER LINN EXPLAINED SHE WANTS TO SUPPORT THE ORDINANCE AS IS TODAY AND DISCUSS THE SAUVIE ISLAND LAND USE ISSUES AT A LATER

**DATE. IN RESPONSE TO CONCERNS OF COMMISSIONER KELLEY, COMMISSIONER LINN EXPLAINED IT WAS NEVER THE INTENT OF THE EXOTIC ANIMAL CONTROL ORDINANCE TO BAN OPERATION OF KENNELS, AND MR. RYAN EXPLAINED THAT THE PROVISION ALLOWING THE EXEMPTION FROM KENNELS REGULATION IS LAW, AS IT WAS IN ORDINANCE 909, BUT THAT WHAT HE WAS DELETING IN THIS PROPOSED ORDINANCE WAS A REFERENCE TO THAT WHICH WAS IN ANOTHER SECTION OF THE CODE THAT WAS UNNECESSARY AND CONFUSING. COMMISSIONER HANSEN ADVISED HE AGREES THAT THE BOARD SHOULD GO FORWARD WITH THIS ORDINANCE AND SUGGESTED THAT KENNEL NOISE, FARM USE AND OTHER LAND USE ISSUES SHOULD BE ADDRESSED LATER, INCLUDING THROUGH MEDIATION AND CONFLICT RESOLUTION RATHER THAN THROUGH SPECIFIC ORDINANCE OR LAND USE CASES.**

**AT 11:03 AM COMMISSIONER NAITO ADVISED SHE SUPPORTS COMMISSIONER LINN'S PROPOSAL AND EXCUSED HERSELF FROM THE MEETING IN ORDER THAT THE ORDINANCE MIGHT BE APPROVED BY ALL MEMBERS PRESENT PER THE CHARTER PROVISION FOR ADOPTION OF AN ORDINANCE BY EMERGENCY.**

**IN RESPONSE TO QUESTIONS OF CHAIR STEIN AND COMMISSIONER LINN, MR. RYAN AND MR. SHADE DISCUSSED THE APPEAL OF THE BARKING DOG PROVISION NOW PENDING IN CIRCUIT COURT, AND WHAT CHANGES HAVE BEEN IMPLEMENTED AT HIS SAUVIE ISLAND KENNEL TO REDUCE THE NOISE LEVEL. IN RESPONSE TO A QUESTION OF CHAIR STEIN, MS. ESTRIN EXPLAINED THAT LAND USE HAS NO CONTROL OVER THE BARKING DOG NOISE OF THE COUNTY'S FOURTEEN EXEMPT KENNELS UNLESS THERE IS NEW CONSTRUCTION OR EXPANSION, WHEN THEY CAN REQUIRE THE**

**USE OF MASONRY OR OTHER OPAQUE MATERIAL TO PROVIDE NOISE CONTROL. MR. MIGGINS RESPONSE TO COMMISSIONER HANSEN'S SUGGESTION THAT ANIMAL CONTROL FIND A DIFFERENT WAY OF HANDLING KENNEL NOISE. MS. ESTRIN RESPONSE TO COMMISSIONER KELLEY'S QUESTIONS CONCERNING EXISTING KENNELS AND HER CONCERN OVER THE NECESSITY THAT ALL THE CITIES ADOPT THIS ORDINANCE. FOLLOWING DISCUSSION AND AT CHAIR STEIN'S SUGGESTION, BOARD CONSENSUS THAT LAND USE AND ANIMAL CONTROL THINK ABOUT WHAT WOULD BE AN APPROPRIATE STANDARD THAT WOULD WORK FOR A KENNEL AND FOR A RESIDENCE. COMMISSIONER LINN REMINDED ANIMAL CONTROL TO FOLLOW UP ON LANGUAGE PERTAINING TO A PROVISION TO GRANDFATHER IN CERTAIN SNAKES. MATT RYAN SUGGESTED THAT WHEN THIS ORDINANCE IS ADOPTED IN THE INCORPORATED CITIES, EACH CITY'S SOUND OR NOISE ORDINANCE MAY BE INVOCABLE AGAINST FACILITIES WITHIN ITS JURISDICTION. COMMISSIONER HANSEN ASKED MR. MIGGINS IF HE COULD ADDRESS THE PROBLEM OF EXCESSIVE BARKING THROUGH HIS ADMINISTRATIVE AUTHORITY PERTAINING TO PROTOCOLS AND PROCEDURES OVER OPERATION OF KENNELS. MR. MIGGINS ADVISED HIS PRIMARY AUTHORITY IS OVER HEALTH AND WELFARE AND SAFETY ISSUES, BUT THAT HE WOULD LOOK INTO THAT AND BRING THAT BACK TO THE BOARD. ORDINANCE 918 APPROVED, WITH COMMISSIONERS KELLEY, HANSEN, LINN AND STEIN VOTING AYE, AND COMMISSIONER NAITO EXCUSED.**

### **COMMISSIONER COMMENT**

- R-13. Opportunity (as Time Allows) for Commissioners to Provide Informational Comments to Board and Public on Non-Agenda Items of Interest.



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

*There being no further business, the regular meeting was adjourned and the Board recessed at 11:19 a.m.*

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Thursday, August 6, 1998 - 10:30 AM  
Multnomah County Courthouse, Boardroom 602  
1021 SW Fourth Avenue, Portland

## **WORK SESSION**

*Chair Beverly Stein reconvened the meeting at 11:23 a.m., with Vice-Chair Sharron Kelley, Commissioners Gary Hansen, Diane Linn and Lisa Naito present.*

WS-1 Board of County Commissioners' Strategic Directions. Facilitated by Chair Beverly Stein.

**CHAIR STEIN AND CAROL FORD PRESENTATION AND RESPONSE TO BOARD COMMENTS AND DISCUSSION. COMMISSIONER LINN ADVISED SHE LOOKS FORWARD TO WORKING ON COMMUNITY BUILDING, FUNDING FOR PUBLIC EDUCATION, REDUCING HOMELESS YOUTH, FAMILY VIOLENCE AND GOOD GOVERNMENT BENCHMARKS ISSUES. COMMISSIONER NAITO ADVISED HER PRIORITIES ARE EARLY CHILDHOOD DEVELOPMENT, SCHOOL FUNDING, MENTAL HEALTH SERVICES FOR CHILDREN, HOMELESS YOUTH, SCHOOL COMPLETION, MENTALLY ILL OFFENDERS IN JAIL, AND GOOD GOVERNMENT ISSUES. COMMISSIONER KELLEY ADVISED SHE IS INTERESTED IN COMMUNITY BUILDING, GOOD GOVERNMENT, ALCOHOL AND DRUG AND MENTAL HEALTH, CHILD ABUSE, AND DOMESTIC VIOLENCE ISSUES. COMMISSIONER HANSEN ADVISED HE WOULD FOCUS ON LEGISLATIVE ISSUES FOR THE NEXT FEW MONTHS. CHAIR STEIN ADVISED SHE WILL CONTINUE FOCUSING ON THE ADMINISTRATIVE DUTIES OF THE CHAIR, INCLUDING INTERNAL AND EXTERNAL**

**LINKING AND BUILDING CAPACITY, AS WELL AS  
COMMUNITY SCHOOLS, COMMUNITY BUDGET  
FORUMS, JUVENILE JUSTICE, SCHOOL  
ATTENDANCE AND SCHOOL COMPLETION,  
COMMUNITY BUILDING, SCHOOL TO WORK,  
WORKFORCE DEVELOPMENT, LIVING WAGE  
JOBS, TAX POLICY, AND GORGE ISSUES.  
CONSENSUS THAT DEPARTMENTAL KEY  
RESULTS AND BUDGET PROCESS BRIEFINGS  
AND LEGISLATIVE ISSUES DISCUSSION WITH  
GINA MATTIODA BE SCHEDULED BETWEEN  
NOW AND JANUARY.**

*There being no further business, the meeting was adjourned at 12:35 p.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

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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

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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.**

### **AUGUST 4 & 6, 1998 BOARD MEETINGS**

#### **FASTLOOK AGENDA ITEMS OF INTEREST**

<b>2</b>	10:30 am Tuesday Hawthorne Bridge Paint & Deck Replacement Update
<b>3</b>	9:30 am Thursday Library RESULTS Presentation
<b>3</b>	9:45 am 1998 Salary Review Commission Report to the Board
<b>4</b>	10:07 am First Reading Alcohol and Drug Treatment Facilities Ordinance
<b>5</b>	10:12 am Ordinance Amending Ordinance 909 Relating to the Animal Control Code
<b>5</b>	10:30 am Commissioners' Strategic Directions Work Session
<b>*</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

Tuesday, August 4, 1998 - 10:30 AM  
Multnomah County Courthouse, Boardroom 602  
1021 SW Fourth Avenue, Portland

## **BOARD BRIEFING**

- B-1 Hawthorne Bridge Paint and Deck Replacement Project Update. Presented by Stan Ghezzi. 30 MINUTES REQUESTED.
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Thursday, August 6, 1998 - 9:30 AM  
Multnomah County Courthouse, Boardroom 602  
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## **REGULAR MEETING**

### **CONSENT CALENDAR**

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

- C-1 ORDER Cancelling Land Sale Contract 15440R with Herbert H. Wise and Richard Wise Upon Default of Payments and Performance of Covenants
- C-2 ORDER Authorizing Execution of Deed D981509B Upon Complete Performance of a Contract with Earl Fletcher
- C-3 ORDER Authorizing Execution of Deed D981554 for Repurchase of Tax Foreclosed Property to Former Owner George W. Gaston
- C-4 ORDER Authorizing Execution of Deed D981556 for Repurchase of Tax Foreclosed Property to Former Owner The Estate of James McIver
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#### **DEPARTMENT OF COMMUNITY AND FAMILY SERVICES**

- C-7 Renewal of Intergovernmental Agreement 9910256 with the Burlington Water District for Phases II and III of the NW Main Street Distribution Replacement Project
- C-8 Amendment 2 to Intergovernmental Agreement 102778 with the City of Fairview to Increase Funding to Purchase Sixth/Harrison Street Storm Drain Improvements; Revise the End Date of the Walnut Lane Culvert Project to June 30, 1998; and Extend the End Dates of the Emergency Communication, Fifth Street Storm, and Halsey Bypass Projects to June 30, 2000
- C-9 Amendment 3 to Intergovernmental Revenue Agreement 101618 with the State Mental Health and Developmental Disability Services Division Adding Revised Language for the Implementation of Self Directed Individual and Family Support

### **REGULAR AGENDA**

### **PUBLIC COMMENT**

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- R-2 Results from RESULTS: Results in the Hiring Process. Presented by Cindy Gibbon, Tom Olson and Francie Berg. 15 MINUTES REQUESTED.

### **NON-DEPARTMENTAL**

- R-3 Report of the 1998 Multnomah County Salary Commission. Presented by Mary Ann Wersch and Ron McGee. 15 MINUTES REQUESTED.

### **DEPARTMENT OF SUPPORT SERVICES**

- R-4 Ratification of Settlement of a Class Action Overtime Grievance and Related Claims, Including Ratification of Necessary Conditional Amendments to the 1992-95 Collective Bargaining Agreement Between Multnomah County and the International Union of Operating Engineers Local 701, as Amended and Extended through June 30, 1998

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- R-10 Ratification of Settlement of a Class Action Overtime Grievance and Related Claims, Including Ratification of Necessary Conditional Amendments to the 1998-2001 Collective Bargaining Agreement Between Multnomah County and AFSCME, Local 88 (General Employees Unit)

#### **DEPARTMENT OF JUVENILE AND ADULT COMMUNITY JUSTICE**

- R-11 First Reading of an ORDINANCE Designating the County Supervisory Authority, Defining County Secure Residential Treatment Facilities, and Amending MCC 2.30.800 and Creating MCC 2.30.310

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R-12 First Reading of an ORDINANCE Amending Ordinance No. 909, in Order to Correct Several Inadvertent Typographical Errors and Omissions Contained in that Ordinance Relating to the Animal Control Code and Declaring an Emergency

## **COMMISSIONER COMMENT**

R-13 Opportunity (as Time Allows) for Commissioners to Provide Informational Comments to Board and Public on Non-Agenda Items of Interest.

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Thursday, August 6, 1998 - 10:30 AM

**(OR IMMEDIATELY FOLLOWING REGULAR MEETING)**

Multnomah County Courthouse, Boardroom 602

1021 SW Fourth Avenue, Portland

## **WORK SESSION**

WS-1 Board of County Commissioners' Strategic Directions. Facilitated by Chair Beverly Stein. 1.5 HOURS REQUESTED.



## Beverly Stein, Multnomah County Chair

Room 1515, Portland Building  
1120 S.W. Fifth Avenue  
Portland, Oregon 97204

Phone: (503) 248-3308  
FAX: (503) 248-3093  
E-Mail: [mult.chair@co.multnomah.or.us](mailto:mult.chair@co.multnomah.or.us)

### MEMORANDUM

TO: Commissioner Diane Linn  
Commissioner Gary Hansen  
Commissioner Lisa Naito  
Commissioner Sharron Kelley  
Office of the Board Clerk

FROM: R. Lyne Martin

DATE: July 28, 1998

RE: Beverly's Absence from Board/Briefing meetings

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Chair Stein will be unable to attend the scheduled Board briefings on Tuesday August 4<sup>th</sup> she will be in Salem OR.

cc: Chair's Staff

98 JUL 28 AM 11:24  
MULTNOMAH COUNTY  
OREGON



MEETING DATE: AUG 04 1998  
AGENDA NO: 0-1  
ESTIMATED START TIME: 10:30

(Above Space for Board Clerk's Use ONLY)

**AGENDA PLACEMENT FORM**

SUBJECT: Hawthorne Bridge Paint and Deck Replacement Project Briefing

BOARD BRIEFING:                      DATE REQUESTED: Tuesday, August 4, 1998  
REQUESTED BY: Chair Beverly Stein  
AMOUNT OF TIME NEEDED: 30 Minutes

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

DEPARTMENT: Environmental Services                      DIVISION: Transportation & Land Use Plan.

CONTACT: Stan Ghezzi                      TELEPHONE #: 248-3595  
BLDG/ROOM #: 446/Bridge

PERSON(S) MAKING PRESENTATION: Stan Ghezzi

ACTION REQUESTED:

☒ INFORMATIONAL ONLY    ☐ POLICY DIRECTION    ☐ APPROVAL    ☐ OTHER

SUGGESTED AGENDA TITLE:

Hawthorne Bridge Paint and Deck Replacement – Project Briefing

SIGNATURES REQUIRED:

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

(OR)

DEPARTMENT  
MANAGER: \_\_\_\_\_

Larry F. Nicholas pro

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any Questions: Call the Board Clerk @ 248-3277

**TO:** BOARD OF COUNTY COMMISSIONERS

**FROM:** Stan M. Ghezzi, PE  
Bridge Services Manager

**TODAY'S DATE:** July 29, 1998

**REQUESTED PLACEMENT DATE:** Tuesday, August 4, 1998

**RE:** Hawthorne Bridge Paint and Deck Replacement Project  
Board Briefing

**I. Recommendation/Action Requested:**

No action required. The purpose of this agenda item is to brief the BCC on the Hawthorne Bridge Paint and Deck Replacement Project, which is currently in the construction phase.

**II. Background/Analysis:**

The Hawthorne Bridge was built in 1910 and is the oldest vertical lift span bridge operating in the United States. It is a vital link between southeast Portland and the downtown area. The Hawthorne Bridge provides access for some 30,000 vehicles, 750 buses, 2,000 bicyclists, and 2,000 pedestrians every weekday. Not only is this structure the busiest bicycle and pedestrian bridge in Oregon, it is also the busiest, by more than twice the number, transit bridge in the State. Our antiquated Hawthorne is also our busiest bridge for river users. The moveable lift span opens an average of 200 lifts a month with as many as 300 lifts during the summer.

In 1986, it was determined after an intense site condition investigation that the Hawthorne Bridge was in need of a new corrosion protection system. The existing paint system had failed. There were extensive areas of rust and exposed steel members including section loss to numerous connections. Because of a lack of funding, painting was delayed for several years. Then, to compound our problem, the roadway deck system, installed in 1945, was failing. In 1995 it was determined that the deck system was beyond its service

life. Portions of the deck grating had lost 20% of its original thickness and supporting channels were being cut by sawing action from the deck grating. With marginal reserve carrying capacity being questionable, restricting trucks and buses was becoming a reality.

Replacing the Hawthorne Bridge's roadway deck system became a high priority along with repainting the structure.

Now underway, the Hawthorne Bridge Paint and Deck Replacement Project is a \$21.8 million restoration of the historical Hawthorne Bridge. This is a federal aid project, administered by ODOT with design and construction managed by Multnomah County. It is the largest bridge painting contract awarded in the State of Oregon. Furthermore, it is the largest transportation project ever managed by the County.

The purpose of this restoration is to extend the service life of the 88-year-old bridge, strengthen the bridge's carrying capacity and improve safety features for multi-modal users. Major items of work to be completed include:

- remove and recycle lead based paint, and apply a new 25 to 30 year paint system;
- replace the roadway deck with a new grating that includes accommodations for future street cars;
- add structural steel to increase vehicle carrying capacity;
- widen the bridge sidewalks to 10 feet;
- replace the counterweight/lift span cables, operating ropes and drums;
- refurbish the machinery house;
- make structural alterations to the west approach to improve access for pedestrian, bicycles and physically-challenged users.

As an overview, the project has four phases as follows:

- Project Planning (1986-1997) Identified work requirements and prepared planning-level cost estimates; developed and implemented funding strategies; and secured funding resources.
- Project Development (January 1996 – October 1996) Evaluated and selected deck grating alternatives; studied steel preparation and painting system alternatives; generated cost estimates; performed traffic analysis; evaluated construction alternatives, which included discussions with various construction specialists.
- Final Design (November 1996 – October 1997) Prepared contract documents including plans, specifications and Engineer's estimate. During this phase, we also initiated the partnering process which allowed us to involve some 35 players from various agencies, businesses and the public. Project partners developed solutions to a majority of hurdles to expedite the design process. An ambitious public "outreach" program was implemented that enabled the public to participate and support closing of the bridge during the restoration. In addition, the "outreach" program was effective

in notifying the public of the impending closure plus advising them of the renovation work. Information was provided on how the old lead-based paint would be removed, plus monitoring and protection measures taken to protect safety and health of the project workers, the public and the environment.

- Construction (October 1997 – March 1999)

Contractor Prequalification: In order to bid this project, the potential contractors had to successfully complete a Special Construction Prequalification application. This application required the each potential bidder to provide information on their company and on two projects similar to the work items described for this project. They needed to address the area of project management (i.e., coordinating large projects with multiple types of work). They also needed to provide their QP-1 and QP-2 certifications for painting and lead removal (these are standard industry certifications to ensure sufficient experience in painting and in removal of lead-based coatings). They were also asked to provide information on company environmental and worker safety as they related to those projects. Also required was information on experience working in navigable waterways and urban environments. The Prequalification was a pass/fail qualification process administered by ODOT. Applications were submitted by 11 firms; eight were judged to be "Prequalified."

Contract Bidding: Six firms submitted bids on October 23, 1997. Low bidder was Abhe & Svoboda, Inc. ODOT awarded the contract to Abhe & Svoboda on November 22, 1997.

Contractor: Abhe & Svoboda, Inc. (ASI), based in Minnesota, is a national company established in 1969. They are engaged primarily in infrastructure construction, renovation, and repair projects. The firm has a bonding capacity of \$50 million. ASI has worked in Oregon before, including repainting the east end of the St. Johns Bridge a few years ago. They have performed work in virtually every state in the U.S. including Alaska and Hawaii, as well as overseas locations including Guam, Puerto Rico, Cuba, Panama, Spain, Bermuda and Antigua.

With over 28 years of experience, ASI has developed a reputation for safety, quality work and timely performance. They have performed lead-paint removal projects since 1971, and have executed total-containment, negative-air projects (such as Hawthorne) since 1987. The firm recognizes the importance of complying with the Lead Standard requirements, proper training of personnel for safety and health management of the work force, proper maintenance and care of equipment, maintaining records and documentation, protection of the surrounding air and environment through monitoring, and hazardous waste identification and handling.

Disputes Review Board: The contract Special Provisions provide for a "proactive Disputes Review Board." This three-member board includes three individuals with extensive experience in engineering and construction. Our DRB was established at the beginning of the construction phase so that it can be "proactive" rather than "reactive."

III. Financial Impact:

Funding for the \$21.8 million project has been provided by federal, state and local gas tax revenue, as follows:

Federal	\$17.2 million
State	\$ 1.5 million
Local	\$ 3.1 million

Willamette River Bridge dedicated funds will provide \$2.9 million of local match.

**Project Costs**

Preliminary Engineering	\$ 1.2 million
Base Bid Award	\$16.7 million
Anticipated Items & Contingencies	\$ 1.5 million
Construction Engineering	\$ 2.4 million

IV. Legal Issues:

Pending lawsuit by Columbia-Pacific Building Trades Council concerning apprenticeship programs and on-the job training. Suit has been filed but the County has not been served.

V. Controversial Issues:

Impacts on project progress -- trade unions are pressuring the County and the contractor because the contractor, Abhe & Svoboda, Inc., is an open-shop employer.

VI. Link to Current County Policies:

This project provides for improvements that will enhance multi-modal travel (transit, pedestrian and bicycle). As such, this project will improve access to services by all citizens in Multnomah County, especially disadvantaged or underrepresented groups that might rely on non-automobile modes of travel. The project also beautifies the city, improving neighborhood livability. Finally, the project serves as an example of accountable government services as it was developed using citizen involvement; extended the service life of the bridge; and maximized the value and cost savings through the combining of projects and unique approach to construction management.

Specific to transportation, the project is consistent with Multnomah County Benchmark #73, which calls for transportation alternatives that will increase the percentage of people who commute to and from work and use multiple modes of transportation for commuting.

This mandate is also consistent with the Transportation Division's Strategic Plan objectives. In addition the project contributes to fulfilling DEQ Employee Commute Options mandate requirements and it may assist the region in meeting Transportation Planning Rule requirements calling for reduction in vehicle miles traveled (VMT) by providing increased opportunity for multi-modal travel.

VII. Citizen Participation:

There was citizen involvement in the design phase to determine whether a "condensed schedule" or an "extended schedule" should be used for the construction phase of this project. The "outreach" program was effective in providing information about the renovation work including how the lead paint was to be removed and protection measures to be taken to protect the safety and health of the project workers, the public and the environment. Furthermore, a public information program presently is a part of the County's construction engineering work on this project. The public and agencies are kept informed with construction progress and impacts of the bridge closure with briefings, press releases and project information on the Bridge Section web page.

Refer to the attached Oregon Transportation Quality Initiative (OTQI) 1998 Award application for additional information.

VIII. Other Government Participation:

During the design phase, more than 35 public agencies, consulting firms and private organizations participated in a formal partnering process to help maintain an aggressive fast-track design schedule. This interaction continues today in the construction phase with the contractor being a major participant. The attached OTQI Award application provides a more detailed discussion of the formal partnering process used on this project and identifies other government participants.

# ***The 1998 OTQI Achievement Award***

## **Nomination Form**

### **Project, State and Location:**

Hawthorne Bridge Painting and Deck Replacement Project

Multnomah County, Oregon (downtown Portland)

### **Team Members Being Nominated:**

**Owner:** Multnomah County

**Partnering Facilitator:** DEA/Pinnell Busch, Inc.

**Designer & Partner:** David Evans and Associates, Inc.

**Subconsultant Partners:** KTA-Tator, Jeanne Lawson Associates, Modjeski & Masters, Lin

and Associates, Jacbar Inspection Services, Heritage Research, Browning Shono Architects

**Agency/Group Partners:** ODOT Salem, ODOT Region 1, FHWA, U.S. Coast Guard, U.S. Army Corps of Engineers, Oregon DEQ, Oregon OSHA, Oregon Health Department, State Historic Preservation Office, Oregon Department of Justice, Oregon Division of State Lands, Oregon Department of Fish and Wildlife, Oregon State Parks and Recreation (Willamette Greenway), City of Portland, Tri-Met, Metro, Associated General Contractors, Citizens of Multnomah County, Numerous Portland Business Groups, Numerous Portland Neighborhood Groups, Special Events Organizations (e.g., Portland Rose Festival), Special Interest Groups (e.g., Bicycle Transportation Alliance), Willamette River Users, Willamette Light Brigade, Hawthorne Bridge Color Committee

**Date Project Started:** Preliminary Engineering started December 1996

**Completion Date:** Preliminary Engineering completed December 1997

**Brief Project Description:** Hawthorne Bridge Painting and Deck Replacement Project is a \$20 million local agency HBRR project. It includes: complete removal of the existing lead-based paint to bare metal; repainting of the entire structure; replacement of the counterweight and operating wire ropes; widening of the structure to provide wider sidewalks on each side; total replacement of the open steel grid decking; historic restoration of the machinery house; modifications of the approaches for improved bicycle and pedestrian access; and various other improvements.

The bridge is a major transportation facility in downtown Portland, carrying average daily vehicle traffic (ADT) of about 35,000 plus more than 2,000 bicycles and pedestrians and over 750 buses per day.

*Oregon Transportation Quality Initiative*

**OTQI**

*Advisory Committee*



The project required a proactive public outreach program to build public understanding and support for the project and for the County's approach.

Federal funding in fiscal year 97 required that preliminary engineering (PE) be completed within an aggressive eight-month compressed schedule, from notice-to-proceed to submittal of contract PS&E's. This time period included developing and executing a public outreach program to determine the construction approach, which would become the basis for design. In addition, due to the historic nature of the structure, a full Section 106/4(f) process was required within the preliminary engineering timeframe.

The compressed design schedule, along with coordination of multiple public stakeholders, warranted a unique approach. In response, the project team agreed to formally "partner" the preliminary engineering process. A one-day partnering workshop was held in December 1996 to kick off the PE phase. Representatives from 14 state, federal, and local agencies, along with DEA and eight subconsultant firms, attended the workshop. The workshop successfully enabled all parties who had an "influence" over development of the contract documents to fully understand each other's goals, concerns, issues, and values. By using the partnering approach for preliminary engineering, the County was able to streamline the design review process and establish keys to meeting the aggressive schedule. Interagency partnering was critical to the team's ability to meet the numerous challenges on this project.

**Mail Completed Applications to:  
The OTQI Achievement Award  
C/O Bruce Johnson, FHWA & Kim Hunn, ODOT  
530 Center NE Suite 100  
Salem, OR 97301**

**Oregon Transportation Quality Initiative (OTQI)  
1998 Award Application  
Interagency Partnering Category**

**Hawthorne Bridge Painting and Deck Replacement Project**

**Multnomah County, David Evans and Associates, Inc., ODOT and Partners**

"To improve communications and cooperation through greater use of partnering between all organizations that have a role and a stake in transportation efficiency and excellence in Oregon."

**Project Overview**

Since December 1996, Multnomah County, David Evans and Associates, Inc. (DEA), and the Oregon Department of Transportation (ODOT) have been working together with other partners on design and construction of the Hawthorne Bridge Painting and Deck Replacement Project. This is a \$20-million local agency Highway Bridge Repair and Replacement (HBRR) project. It is the largest bridge painting project ever undertaken in Oregon to date, and the largest transportation contract ever administered by Multnomah County. **This application is for interagency partnering during the preliminary engineering (PE) phase.**

The Hawthorne Bridge in downtown Portland is owned and operated by Multnomah County. Spanning the Willamette River, it is the oldest operating vertical lift bridge in the United States, and is eligible for inclusion on the National Register of Historic Places. Built in 1910, the bridge is a six-span steel through truss with a vertical lift span over the main navigation channel. Overall length is approximately 1,400 feet, with spans varying from 209 feet to 244 feet. The bridge has one 244-foot vertical lift span with 110 feet of vertical movement capacity, and two 165-foot tall lift towers.

Over the past ten years, Multnomah County and ODOT have worked to obtain funding for the Hawthorne Bridge painting and rehabilitation project. Work included in the project is: complete removal of the existing lead-based paint to bare metal; repainting the entire structure; widening the structure to provide wider sidewalks on each side; total replacement of the open steel grid decking; replacement of the counterweight and operating wire ropes; historic restoration of the machinery house; modification of the approaches for improved pedestrian and bicycle access; and various other improvements.

The Hawthorne Bridge is of major public interest, being a key transportation facility in downtown Portland as well as a historical and cultural attraction. Average daily traffic (ADT) on the structure is about 35,000 vehicles, including over 750 Tri-Met buses. More than 2,000 pedestrians and bicyclists also use the bridge daily.

First phase of the Hawthorne Bridge painting and rehabilitation project was a development ("predesign") phase carried out from February to October 1996. Predesign was a joint effort of Multnomah County and their consultants, Sverdrup Civil, Inc. This effort investigated

various aspects of the project scope and produced numerous recommendations for the next phase, preliminary engineering.

Proposals for the preliminary engineering (PE) contract were submitted in June 1996, and a consulting contract for the PE work was awarded to David Evans and Associates (DEA) in December 1996. Since federal funding for construction was authorized for fiscal year 1997 (ending 9/30/97), this left only about eight months to produce final contract plans, specifications and engineer's estimate (PS&E). This compressed time period included developing and executing a public outreach program to determine the construction approach, which would become the basis for design. In addition, due to the historic nature of the structure, a full Section 106/4(f) process was required within the PE timeframe.

**The compressed design schedule, along with the coordination of multiple public stakeholders, warranted a unique approach. Accordingly, the project team elected to use formal "partnering" for the preliminary engineering (PE) process.**

To kick off the preliminary engineering phase of the project, a one-day partnering workshop was held on December 5, 1996. Representatives from 14 local, state and federal agencies attended the workshop along with DEA and eight subconsultant firms. The workshop was facilitated by management consultants Pinnell/Busch.

The partnering workshop successfully enabled all parties who had an "influence" over development of the contract documents to fully understand each other's goals, concerns, issues and values. Through the partnering approach, Multnomah County and other project stakeholders identified "critical success factors" for the project, as well as hurdles that could potentially get in the way of the project's success. The project partners developed solutions to a majority of the hurdles during the workshop, while the key decision-making agencies were present.

By using the partnering approach for PE, the County was able to streamline the design review process and establish keys to meeting the aggressive schedule. All the agencies present at the partnering workshop agreed to use "strategy worksessions" to turn traditional agency review periods into validation periods.

Interagency partnering was critical to the team's ability to meet the numerous challenges on this project, including:

1. Completing solutions, approach, design and contract documents within the eight-month PE schedule in order to ensure securing federal funds.
2. Developing continuous consensus among multiple federal, state and local agency stakeholders in order to expedite and adhere to all project deadlines, decisions and approvals.
3. Maximizing rehabilitation work on the bridge within the limits of available funding.
4. Developing and executing a collaborative public outreach program to determine the basic construction approach prior to proceeding with final design.
5. Receiving agency approvals for activities involved in safely removing and disposing of the old lead-based paint.

6. Ensuring that the aggressive schedule did not change when major work elements were added late in the design process, including counterweight and operating wire rope replacement, and a parallel design to accommodate future streetcar track installation.
7. Paving the way for construction to produce a quality constructed project.

An important part of the project has been an ambitious public "outreach" program. Primary purpose of the initial outreach program during PE was to enlist public participation and support in planning for closure of the bridge during the site work. This cooperative effort led to a decision to close the bridge to all traffic during the construction period. It also produced detailed travel mitigation plans for all traffic modes that normally use the bridge. Another purpose of the program was to inform the public about project plans for removing the old lead-based paint from the bridge, including monitoring and protection measures to be undertaken to protect safety and health of the project workers, the public and the environment.

Preliminary engineering was completed within the tight eight-month timeframe, and the project bid in October 1997. The bridge is now closed for 12 months during construction, with completion of work and reopening scheduled for March 31, 1999.

## **Response to Evaluation Criteria**

### **A. Quality Process and Results**

#### Ensuring Delivery of a Quality Product

Multnomah County has an explicit vision, policy and program ("RESULTS") which is designed to produce quality processes and outcomes in all County activities. The RESULTS approach was used during the PE phase of the Hawthorne Bridge project. For example, the County team employed process management and quality assurance measures throughout this phase. These measures resulted in successful delivery of a quality process and quality contract documents, and ensured that the construction contract would be awarded to a qualified contractor.

#### Process and Results Measurements

The initial partnering workshop identified specific performance metrics to define what would constitute successful processes and results for the project, as follows:

*Timely stakeholder buy-in and consensus:* Throughout the PE phase, Multnomah County achieved continuous buy-in and consensus among all stakeholders, including the public. The initial partnering workshop garnered commitments from all stakeholders, and the utilization of "strategy worksessions" throughout the preliminary engineering phase ensured timely concurrence and agreement at every decision point before moving ahead.

*No surprises to any of the stakeholders:* Project stakeholders were never surprised by the contents of the PS&Es at any of the formal submittals throughout the PE phase. This was achieved by participation of the stakeholders in design strategy worksessions at key points.

*All interim and final schedule milestones were met:* DEA developed a detailed Critical Path Method (CPM) schedule at the start of preliminary engineering. The schedule identified dates for meetings and worksessions, and for interim and final submittals. **All milestone dates were met.**

*Bids by qualified construction contractors only:* Multnomah County's project team enacted a rigorous bidder prequalification process, which resulted in bids from six qualified contractors. Ensuring that a qualified contractor perform the work was an essential component of project success, due to the sensitivity of the construction work and the location of the project within a major and environmentally-sensitive downtown area. The special bidder qualification process was developed cooperatively by Multnomah County and DEA working with ODOT, the Oregon Department of Justice and Associated General Contractors (AGC).

*Established positive partnering momentum for carry-over to construction phase:* The County team agreed to require partnering during the construction phase, as well as for PE. This requirement was written into the contract documents. Accordingly, the team committed to establishing a positive environment for construction partnering as soon as possible, starting at the mandatory pre-bid meeting.

Contractors who bid the project stated that it was clear from the pre-bid meeting that the design-phase team had done an outstanding job of laying the groundwork for a smooth construction project. They recognized the design team's commitment to minimizing the contractor's risk and uncertainty, and to having all design-related issues resolved prior to the contractor becoming a new project partner. Contractors said they felt they would be joining an already-established, tightly-committed team that would work with the contractor to ensure a successful project for all. In addition, they stated that they could "feel" the positive momentum continuing from the design phase to the construction phase.

#### Process Management

This major bridge rehabilitation project, involving the sensitive issue of lead paint removal in the downtown core, depended upon successful management and implementation of an effective process to ensure project success. The following management measures were used:

*Detailed CPM design schedule:* As an essential tool to tracking progress over the aggressive PE schedule, the CPM design schedule was developed to show each step, with its required date clearly established, along with the preceding and succeeding tasks. This enabled each team member to know exactly what, when, who and how the project elements were to be executed.

*Strategy worksessions:* The worksessions were key to making timely decisions, ensuring continuous buy-in from all stakeholders, minimizing or eliminating redesign, and preventing surprises along the way and at key submittals. The project realized tremendous time savings, since stakeholders made key decisions in the worksessions. These decisions could normally take weeks or months, particularly with the large number of stakeholder decision-makers involved.

Written summaries of strategy worksessions were distributed to all stakeholders for confirmation and documentation of understandings reached, decisions made and action items. The worksessions resulted in minimal review times since all the reviewers already expected and approved the general content of the submittals. Essentially, reviews were turned into validations. This allowed design momentum to continue without interruption during review periods.

*Meetings where final decisions were made:* Prior to each meeting, the design team developed an agenda that included identification of key decisions to be made at that meeting. Stakeholder agencies sent decision-makers to these meetings and, as a result, key decisions were made as necessary, keeping the project on schedule.

*Planning, rather than reviewing, quality into the PS&Es:* In order to ensure that quality was planned into every submittal rather than being a review task, the design team raised quality issues from the start. Prior to design elements proceeding, the design team summarized what defined quality for that element of the design. The team developed specific approaches and details in design charrettes before starting detail design work. A design and detailing "roadmap" was clearly in each designer's head prior to starting down the road.

*Partnering process:* The partnering, which began with the one-day workshop, continued throughout preliminary engineering. While the initial partnering workshop identified and resolved all apparent major hurdles that might stand in the way of total project and team success, the process continued with the team's partnering facilitator periodically contacting all members of the partnership to confirm that partnering was working every step of the way.

*Smoothed agency processes for the good of the project:* Partnership agencies worked to streamline and expedite their internal processes for the good of the project, while maintaining the public interest.

*Regulatory agency consultations:* Regulatory agencies such as ODOT, Oregon Department of Environmental Quality (DEQ), Oregon Occupational Safety and Health Administration (OR-OSHA) and U.S. Coast Guard were active partners in the project. In addition to their participation in strategy worksessions and at the partnering workshop, consultations were held with these agencies to brief them on technical decisions and to ensure their input and buy-in on decisions and specifications.

*Collaborative public outreach process:* With this project's obvious and significant impacts to the public, it was critical to ensure that the public understood key aspects of the project and had an opportunity for input to them. This collaboration was key to meeting the design schedule and to avoiding challenges and delays to the project during both design and construction.

Aspects of the project that were open for public influence included: (a) construction implementation method (long-duration staged construction vs. shorter-duration full closure of the bridge); and (b) traffic mitigation planning. A formal outreach program was developed to encourage and manage public involvement on these issues. This program was prepared and implemented by Jeanne Lawson Associates, a regionally-recognized public involvement firm. The outreach program also served as a "public information" avenue, with information distributed

on project topics such as plans and procedures for removing existing lead-based paint and disposing of the waste.

*Bridge color chosen by citizen/artist committee:* Multnomah County recognized the public interest in, and sensitivity to, the colors of the new paint on the bridge. Accordingly, the County formed a committee of artists and other citizens to study, recommend and select the bridge's new color scheme.

*Special prequalification for bidders:* Because it was essential to have a qualified contractor perform the construction work on the Hawthorne Bridge project, the County/DEA team worked closely with ODOT to develop a rigorous, customized bidder prequalification process. This process ensured that all the firms who submitted bids would be capable of meeting the special needs of this project.

*Mandatory pre-bid conference:* The mandatory pre-bid conference provided prospective bidders with a clear description of the project's scope and challenges. It also gave them an understanding of the design team's "spirit of cooperation," which was expected to continue into the construction partnership. Overall goal of the conference was to encourage lower bids by reducing uncertainties and perceived risks in the project.

#### Quality Assurance Measures

Quality assurance during the Hawthorne project PE work was proactive and continuous. The following measures were used to develop high-quality contract documents for this very complicated rehabilitation project:

*Experienced firms and personnel on DEA's design team:* DEA's design team included several subconsultant firms with national and regional experience on large bridge painting and rehabilitation projects. These firms included KTA-Tator for painting-related work and Modjeski & Masters for movable bridge issues. DEA's own in-house team included a former ODOT State Bridge Engineer and a former ODOT State Traffic Engineer, plus a retired construction contractor with many years of bridge experience.

*State and local agencies also provided pertinent experience:* Agency personnel active on the project included ODOT's State Coating Coordinator as well as staff from Multnomah County, City of Portland and Tri-Met with experience in bridge construction, traffic engineering, bike/pedestrian operations, and transit operations.

*Peer reviews:* Technical peer reviews of design decisions and products were carried out on a regular basis. Personnel from several partner agencies took part in these reviews. Constructibility reviews were also performed by agency personnel as well as by DEA's own in-house constructor staff.

*Strategy worksessions:* Use of strategy worksessions involving project technical staff and stakeholder agencies ensured that timely, quality decisions were made the first time.

*Quality was planned in, not reviewed in:* The design management process involved planning quality into the design before design efforts started, ensuring that the job was done right the first time.

*Special bidder prequalification:* The project team developed a customized, rigorous bidder prequalification process to ensure that all contractors bidding the project would have the experience and resources to provide a quality construction process and product.

### Demonstration of Effective Schedule Management

Due to the timing of federal funding, it was essential to execute preliminary engineering (PE) on this \$20 million rehabilitation project in only eight months from start to finish. Prior to final design of major elements of the project, it was necessary to carry out an extensive public outreach/involvement program in order to reach consensus on the basic construction approach (total closure of the bridge for 12 months). This program consumed three months at the beginning of PE, leaving only five months for design of these elements.

In addition, major new work elements were added to the project late in the design process. These included: (a) replacement of counterweight and operating wire ropes, and (b) development of a separate and parallel design to accommodate future installation of streetcar tracks.

Even with these start-up constraints and added work items, all original design milestones were met. This multi-agency/firm project met every meeting date, decision date and design milestone established in the original PE schedule (more than 35 total)!

The schedule for project construction was also addressed during preliminary engineering. Significant schedule constraints on the contractor were identified, such as the contract-mandated duration of bridge closure (12 months maximum), limits on lift span closure duration, impacts of river height fluctuations and downtown cultural activities (Rose Festival), etc. Potential tight lead times for material procurement and fabrication were also identified. Overall evaluation of the construction schedule indicated that it was essential to award the contract as soon as possible after the October 1997 bid opening in order to meet calendar-related constraints. Accordingly, ODOT made arrangements to expedite award, which was accomplished in 21 days versus the standard 53 days.

## **B. Teamwork**

More than 35 public agencies, consulting firms and private organizations were important players in successfully executing the preliminary engineering phase of the Hawthorne Bridge project within the aggressively fast-tracked schedule. Throughout the PE phase, a universal spirit of cooperation ran through all these groups, even in times of differing viewpoints. This cooperation resulted in decisions that all players could support. Following is a summary of participating groups:



***Core Team:***

- Multnomah County Bridge Section (bridge owner)
- David Evans and Associates (prime consultant)
- Subconsultants:
  - \* KTA-Tator (painting)
  - \* Modjeski & Masters (movable bridge engineering)
  - \* Jeanne Lawson Associates (public involvement)
  - \* Browning Shono Architects (historic restoration and bicycle accommodations)
- ODOT Salem
- ODOT Region 1
- City of Portland Traffic Management

***Supporting Organizations and Groups:***

- Multnomah County Transportation Planning
- DEA subconsultants:
  - \* Pinnell/Busch (partnering facilitators)
  - \* Lin and Associates (structural design)
  - \* Heritage Research (historic status)
  - \* Jacbar Inspection Services (condition inspection)
- Tri-Met
- City of Portland:
  - \* Parks and Recreation
  - \* Bureau of Environmental Services
  - \* Bureau of Buildings
- Metro
- State of Oregon:
  - \* Department of Environmental Quality
  - \* OR-OSHA
  - \* Health Department
  - \* Department of Justice
  - \* Division of State Lands
  - \* Department of Fish and Wildlife
  - \* Parks and Recreation
  - \* State Historic Preservation Office (SHPO)
- Federal Highway Administration (FHWA)
- U.S. Coast Guard
- U.S. Army Corps of Engineers
- Hawthorne Bridge Color Committee
- Willamette Light Brigade
- Willamette River users
- Associated General Contractors (AGC)
- Citizens of Multnomah County
- Bicycle Transportation Alliance
- Other special interest groups
- Numerous Portland business groups
- Numerous Portland neighborhood groups

- Special events organizations (e.g., Portland Rose Festival)

### Effective Cooperation

Outstanding cooperation among all project team members and supporters was essential in accomplishing the public involvement program and Section 106/4(f) process, and developing the contract PS&Es within the eight-month design period. Results that can be directly attributed to this cooperation include:

- Timely action on major decisions by team members
- Team development of and agreement on solutions/approaches to key project needs; e.g., bidder prequalifications and proactive dispute review board (DRB) during construction
- Agency willingness to put approvals, decisions and positions in writing
- Willingness to make decisions that were final (no back-tracking)
- Expedited approval of Section 106/4(f) process for historic status
- Open, honest, respectful and professional communications
- Willingness and follow-through to attend numerous meetings and worksessions
- Commitment by all to make decisions at meetings and worksessions
- Agencies sent decision-makers to meetings and worksessions.
- Public, business groups and neighborhood associations listened, and were open-minded and appreciative of numerous project constraints in the balance.
- Support of the public, businesses, neighborhood associations and special interest groups for the 12-month bridge closure in order to maximize work accomplished within budget limits and to enhance safety for all (not mixing workers with traffic on the bridge, as staged construction would require)
- U.S. Coast Guard's assisted the design team in facilitating meaningful and results-oriented worksessions with river users.
- Willamette River users were reasonable in their request for lift span opening clearance when span is blocked up for a three-month period for painting.
- ODOT's commitment to expedite contract award
- DEA's flexibility to take on expanded work scope while maintaining the original schedule
- Timely reviews and approvals by all team members
- Throughout the project, all team members recognized that the highest priority was their commitment to what was best for the project and for the public. This perspective led each team member to approach the project with the overall good in mind, attempting to satisfy the needs of each team member without sacrificing the needs of any team member.

### **C. Customer Focus**

During the PE effort, high priority was given to maximizing benefits to users of the Hawthorne Bridge as well as taxpayers. To accomplish these objectives, the design team used innovative processes and approaches, and placed continuous emphasis on development of cost-effective design details and construction requirements.

The entire design approach and scope of the project depended upon the outcome of the public

involvement program, which would define how the work was to be accomplished. The public was asked to choose either: (1) staged construction, which would provide for limited use of the bridge by the public, but would stretch the project construction to 24-36 months ("extended schedule"); or (2) total bridge closure to the public for a 12-month construction period ("condensed schedule"). It was projected that the condensed schedule would save 20-25% of the construction cost for the extended schedule. An overwhelming majority of the public favored the condensed schedule approach, which was then written into the contract documents as the required scheme.

The public was also represented in the Color Selection Committee which Multnomah County established to choose the bridge's new color scheme.

### Benefits to the Customers/Users

Multnomah County's customers, including Hawthorne Bridge users and taxpayers, received multiple benefits from the partnering process during preliminary engineering. This process accomplished the following:

- Produced the most modernized and complete multi-modal Willamette River crossing in downtown Portland
- Produced maximum value for taxpayer dollars by maximizing work done within budget limits
- Extended service life of a key transportation facility by many years, without traffic weight restrictions
- Provided for wider sidewalks, resulting in enhanced safety for all bridge users
- Provided for improved bike and pedestrian access to the bridge through modifications to the approaches
- Provided accommodations for future streetcar track installation at reduced cost
- Guaranteed long-term preservation of a treasured historical and cultural resource
- Minimized disruption to the public during construction
- Assured protection of health and safety of project workers, the general public and the environment during and after construction
- Assured that the construction contract would be awarded to a qualified contractor

### Community Involvement

With the Hawthorne Bridge located in the center of a major metropolitan area, the area's major dependency on the bridge as an essential link in its transportation system, and the environmental sensitivity of the local public, building public support for the project and its construction was central to the preliminary engineering process.

The design team was aware of numerous bridge painting projects involving lead paint removal around the country that had been halted during construction through the courts due to public objection. Developing quality design decisions and paving a smooth road for the construction phase relied upon an aggressive, comprehensive and collaborative community involvement program. This program also helped the region prepare for the 12-month closure of the bridge.

Highlights of the community involvement program included the following:

- A comprehensive community "outreach" program throughout the design phase. This program, organized by Jeanne Lawson Associates, included stakeholder interviews, stakeholder briefings, listener bureau meetings and open houses, media coverage, traveling displays, mailers, posters, flyers, web page, traffic signage. One feature of the outreach program was development of a project "vocabulary" to ensure layperson understanding of the complex technical terms, and ensuring consistency in the team's message to avoid public confusion.
- Establishment of public understanding of project needs early in the design process
- Establishment of public understanding of options available, and related option impacts on constructing the project (i.e., extended schedule with staged construction vs. condensed schedule with no staging)
- The public's role in selecting the construction approach (extended vs. condensed schedule). An overwhelming majority of more than 90% chose the condensed schedule in order to get the most work done for the fixed budget, widening the sidewalks, minimizing the duration of inconvenience to the public, and minimizing the time period that the lead paint removal was in operation, thus minimizing the chance of release into the environment.
- Active support of elected officials, including County Commissioners who helped inform the public about the project's benefits and challenges
- Public participation in selection of the bridge's new paint color scheme
- Increase in the public's overall awareness of issues (physical condition, funding) relating to all bridges in the Portland metropolitan area

#### **D. Innovation and Value**

In order to get the most construction work for the fixed budget, the entire preliminary engineering team held numerous strategy worksessions to brainstorm and develop innovative approaches and processes that enhanced the project's value.

##### New Design and Construction Approaches

*Partnering the design phase:* Partnering on construction projects has been around for the past 10 years, and is a fairly common practice. However, partnering the design process is relatively new. **On the Hawthorne Bridge project, design partnering proved to be the key to success of the preliminary engineering phase.**

*Strategy worksessions:* Proactive use of strategy and review worksessions turned traditional review and fix-up periods into simple and streamlined "validation" periods. This saved time for all reviews and minimized or eliminated reworking of design products. This allowed the DEA team's design momentum to remain at a continuous 100% level, even during agency reviews.

*Recycling lead waste:* Contract documents require that all public agency liability and environmental risk from the lead paint waste products be eliminated through recycling of the waste at industrial facilities.

*Deck system accommodations for future streetcar track installation:* The City of Portland has tentative plans to run streetcars across the Hawthorne Bridge sometime in the future. To minimize the cost and traffic disruption if and when the tracks are installed, the DEA team evaluated bridge components for streetcar loads and looked for ways to accommodate the track system into the new steel grating deck panels. Result of the study was a set of details that will allow removal of strips of decking and installation of rails with minimum effort. These design changes, done at moderate cost, will potentially save \$1 million when the tracks are installed.

*Special bidder prequalification:* The special and rigorous prequalification procedure for construction bidders ensured that every bidding contractor would be qualified to provide a quality construction process and products.

*Proactive dispute review board (DRB):* ODOT's standard practice is to form a DRB only after a dispute arises on a project. For the Hawthorne project's construction phase, the contract special provisions called for Multnomah County and the contractor to jointly establish a DRB at the onset of the project. This will permit the DRB to act proactively as a peer review group and advisory panel as well as a dispute mediator.

### Resulting Enhanced Project Value

The innovative design and construction planning processes and approaches on this PE project resulted in the following enhanced values:

- Meeting all critical and essential schedule milestones to capture available funding
- Efficient use of design team efforts since no decisions were back-tracked
- Timely decisions made at "decision meetings"
- Enlisting the participation and support of the public through an active outreach program
- Needs, concerns and issues of all stakeholders and the project were satisfied in harmony
- Getting the most construction work done for a fixed budget
- Tax dollar value maximized through minimizing threats of holdups, delays and challenges to the project once in construction
- Increasing the service life of the bridge by many years
- Removing Multnomah County's liability trail for the lead-paint waste through recycling
- Minimizing long-term environmental risks by recycling waste rather than landfilling
- Providing a safer, more slip-resistant roadway deck
- Improving safety for pedestrians and bicyclists with wider sidewalks and upgraded approaches
- Providing accommodations for future streetcar tracks at reduced cost
- Assuring a qualified construction contractor through prequalification process
- Maximizing competitive bid climate among prequalified bidders by establishing bidder understanding of the efforts made during design to build support from public and regulatory agencies, thus reducing risk and uncertainty for the bidders
- Maximizing competitive bids and minimizing construction change orders and disputes by means of contract documents that were biddable and buildable. These were achieved through constructibility reviews throughout the design phase.

- Minimizing or eliminating construction claims through a proactive dispute review board (DRB) set up early to serve as a process peer review body

### **Long-Term Improvement**

Many bridge painting projects involving the removal of lead-based paint have encountered public objections, court injunctions, stop-work orders, claims and lawsuits. At the design partnering workshop for the Hawthorne Bridge project, all team members committed to a common goal. **They agreed to have this project and its design process serve as a model for all future bridge painting projects in Multnomah County, in Oregon and in the nation.**

Multnomah County and ODOT both have ambitious bridge painting programs in the works for the next 15-20 years. All partners in the Hawthorne Bridge project team agree that this project is setting an excellent precedent for similar projects in the future.

### **Project Summary**

Preliminary engineering (PE) for the Hawthorne Bridge Painting and Deck Replacement Project involved numerous challenges and hurdles to success. The nature of the construction work, the sensitive setting in downtown Portland and the necessary eight-month PE schedule called for extraordinary cooperation, commitment and innovation by more than 35 agencies, firms and groups in order to achieve "success" as was defined by the entire team at the initial partnering workshop.

In summary, the most significant accomplishments of the interagency partnering approach to preliminary engineering on the project included:

- Extending service life of the bridge by many years at a reasonable cost
- Improving safety and service levels for all travel modes – for a truly "multi-modal" bridge
- Maintaining the historic character of the bridge despite multiple improvements
- Developing public understanding of the project and enlisting public participation through an active "outreach" program
- Meeting all schedule milestones during the PE program despite a very tight eight-month schedule; PE was completed in time to secure federal funds within fiscal year 1997.
- Developing a special prequalification process for potential construction contractors to assure that the low bidder would be well-qualified to produce a quality project

### **Appendix**

11x17 Drawing of the Bridge

*Photo Sheet*

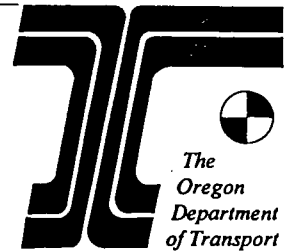
*Letters from Stakeholder Agencies*

May 6, 1998

RECEIVED

MAY 07 1998

DEA  
INC.



Bruce Johnson  
Federal Highway Administration  
530 Center St N.E. Suite 100.  
Salem, Oregon 97301

**Subject: Hawthorne Bridge Painting and Deck Replacement  
Hawthorne Bridge  
Partnering for Success**

**C11986**

Dave Moyano of David Evans & Associates asked that I report to you on partnering of the preliminary engineering phase for subject project. I am pleased to say that the project development phase of this project was one of the highlights of my career. The project was delivered on time, on budget and met all of the goals established at the beginning of the project.

Over and above the good project management by DEA and Multnomah County, the partnering allowed everyone involved with the project to have an understanding of the whole project and what their role was. Through partnering there was a commitment from all parties to deliver their portion of the project as per the schedule.

Partnering this project brought together all of the key elements of project management making this project a success. There was a well-defined project scope complete with all of the assumptions. The critical path schedule was shared with everyone and used as a management tool for the project. There was a clearly defined process covering project changes and who was responsible for dealing with these changes. The most important pieces of the partnering were communication and commitment to deliver. Without the last two elements the project would not have been successful.

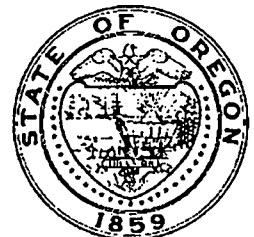
If you have any additional questions please give me a call at 731-8288.

Sincerely,

  
Martin Andersen

cc: John Lindenthal  
Dave Moyano

John A. Kitzhaber  
Governor



Martin Andersen LSIT  
Local Program Liaison  
123 NW Flanders  
Portland, OR 97209  
Phone (503) 731-8288  
FAX (503) 731-8531



# Oregon

John A. Kitzhaber, M.D., Governor

## Department of Transportation

Operations Support Section

800 Airport Road SE

Salem, OR 97310

(503) 986-3000

FAX (503) 986-3096

May 6, 1998

FILE CODE:

David Moyano  
David Evans & Associates  
530 Center Street  
Suite 605  
Salem, Oregon 97301

Re: Comments Relating to the Partnering Program During the Design  
Phase for the Hawthorne Bridge Project

Dear David,

As per our telephone conversation, this letter is in response to your request for my comments on the partnering program utilized initially during the design phase of the Hawthorne Bridge Project.

Several public agencies and private consulting firms were involved in the design phase, which addressed the many complex facets of the project as well as the intricate coordination of the many components during construction. In addition, there was the great variety of side issues that had to be confronted before a highly urbanized project of this magnitude and impact could take place.

Partnering is a process highly dependent on the people participating. Without the cooperation and willingness of all participants to work toward a common goal, the process is never fully achieved. The first impression received from the diverse group involved in the partnering program for this project was the incredible cooperation in working together and the willingness to view the project from other perceptions. With a project such as this one, that impacts such a variety of groups and businesses, taking into consideration all viewpoints is necessary to make a project both possible and successful.

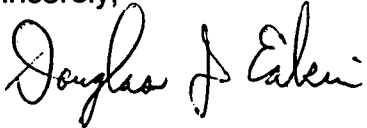
The expertise and experience of the participating personnel contributed greatly to the success in the development of the project. There was an incredible collection of talent and knowledge within the design team. However, perhaps even more important, was the unselfish dedication, cooperation, and effort made by all participants to bring together all the great diverse activities into one completed design document. To meld such a variety of viewpoints, differing opinions, and separate processes with the lack of needless confrontation and personality conflicts was amazing and gratifying.



May 7, 1998

It was a privilege and a great learning experience to be a part of this team and it will be a hard act to follow. I feel a very successful end product at the end of the construction phase will be a direct reflection on the cooperative partnering process that took place during the design phase. The partnering effort has extended to the construction phase with the Contractor and the benefits are continually being observed.

Sincerely,

A handwritten signature in cursive script, reading "Douglas J. Eakin". The signature is written in dark ink and is positioned below the word "Sincerely,".

Douglas J. Eakin  
Structural Coating Coordinator

May 7, 1998

David Moyano  
David Evans & Associates  
530 Center St. NE, Suite 605  
Salem, OR 97301

Re: Partnering for the Hawthorne Bridge  
Painting and Deck Replacement Project

Dear Mr. Moyano:

It is my understanding that you will be submitting the Hawthorne Bridge partnering efforts to the FHWA and ODOT as a candidate for the 1998 Oregon Transportation Quality Initiative Award for Partnering Achievement Recognition.

The Department would like to confirm our support for your award application. The Hawthorne Bridge partnering effort greatly increased communication and cooperation between all parties. The regular partnering workshops were an excellent way of fostering teamwork to facilitate decision-making. The face-to-face meetings, regular program updates, and opportunities to comment on early strategies were very useful to DEQ. The knowledge and contacts gained from partnering also allow us to better serve our customers concerned about the environment impact such projects may cause.

If you have any questions, I may be reached at (503) 299-5657. Good luck on your application.

Sincerely,



Ranei L. Nomura  
Policy Analyst  
Water Quality Division

cc: Chuck Clinton, NWR, DEQ



811 SW Sixth Avenue  
Portland, OR 97204-1390  
(503) 229-5696  
TDD (503) 229-6993  
DEQ-1



X-Mailer: Internet Mail Service (5.5.1960.3)  
Date: Thu, 07 May 1998 15:30:47 -0400  
From: <Larry.D.BUSH@odot.state.or.us>  
Subject: Hawthorne Partnering Comments

From my point of view, I would first like to take this opportunity to thank you and your team once again for the outstanding effort you put forth on this project. The PS&E package really reflected it.

This project is a very high profile job for the Portland community. In addition, it involves work that is of a very specialized nature. The painting work is specialized enough that ODOT and the local contracting community are still learning how to do it right. I believe the partnering effort, lead by DEA, enhanced the ability of the various government agencies to meet their goals on this project. The partnering effort made it easier for the numerous government agencies to coordinate with each other, it helped for all of us to understand what the general public wanted and it helped us communicate with the local community about what to expect. When difficulties arose, as in the contractor prequalification process, the previously established partnering relationship facilitated a quicker more satisfactory resolution than would have been the case without the partnering effort. All in all, I would say that partnering effort led by David Evans on the Hawthorne Bridge project was hugely successful. Everyone benefited - the agencies involved, the contractors & consultants, but most importantly, I believe the public gained a huge benefit.

Larry D. Bush  
ODOT Bridge Engineering  
Phone 503-986-3979  
FAX 503-986-3407  
e-mail Larry.D.BUSH@odot.state.or.us

May 7, 1998

Mr. David Moyano  
David Evans and Associates, Inc.  
530 Center Street NE, suite 605  
Salem, Oregon 97301

Dear Dave:


This letter is to acknowledge the effectiveness of the Hawthorne Bridge Rehabilitation Project partnering efforts, which took place over a year prior to the bridge closure. I feel this partnering effort was instrumental in identifying the key issues for cyclists, and insuring that these issues were fairly and effectively addressed by the project team.

In my experience with the City of Portland Bicycle Program I have become all too familiar with planning processes such as these overlooking areas of fundamental concern to cyclists until the last moment, and then dealing with these concerns in an ineffectual and haphazard manner, if at all. I am pleased to say that this has certainly not been the case throughout the cyclist detour planning and implementation for the year-long bridge closure.

While it has been a very difficult project in terms of providing a reasonably safe and convenient detour option for cyclists, and while adjustments to the detour design details continue to be made following the closure, in my opinion the planning and partnering efforts that began well in advance of the bridge closure helped set the stage for us to respond rapidly and effectively as needs arose.

Portland is recognized as one of the premier bicycle-friendly cities in the United States, and I think your efforts as part of the Hawthorne Bridge Rehabilitation Project have helped add to this reputation.

Best Regards,

A handwritten signature in black ink, appearing to read 'Jeff Smith', with a long horizontal stroke extending to the right.

Jeff Smith  
City of Portland Bicycle Program Specialist

U.S. Department  
of Transportation

United States  
Coast Guard



Commander  
Thirteenth Coast Guard District

916 Second Avenue  
Seattle, WA 98174-1087  
Staff Symbol: oan  
Phone: (206) 220-7270  
FAX: (206) 220-7285

16593

May 8, 1998

Mr. Dave Moyano  
David Evans and Associates  
530 Center Street N.E.  
Salem, OR 97301

Dear Mr. Moyano:

You have asked us to evaluate the partnering workshop for the Hawthorne Bridge Painting Project. Generally, the workshop provided a good forum in which agencies could make their requirements known to the bridge owner, contractors, and others. However, the effectiveness of the process can not be measured in our opinion until the project has been completed. This is the first partnering workshop that has involved Bridge Administration in the Thirteenth Coast Guard District. We are new to this process but we will be glad to provide further evaluation once the project is advanced to the point where our jurisdiction is brought to bear on it.

If we can assist you further, please contact Austin Pratt at (206)220-7282.

Sincerely,

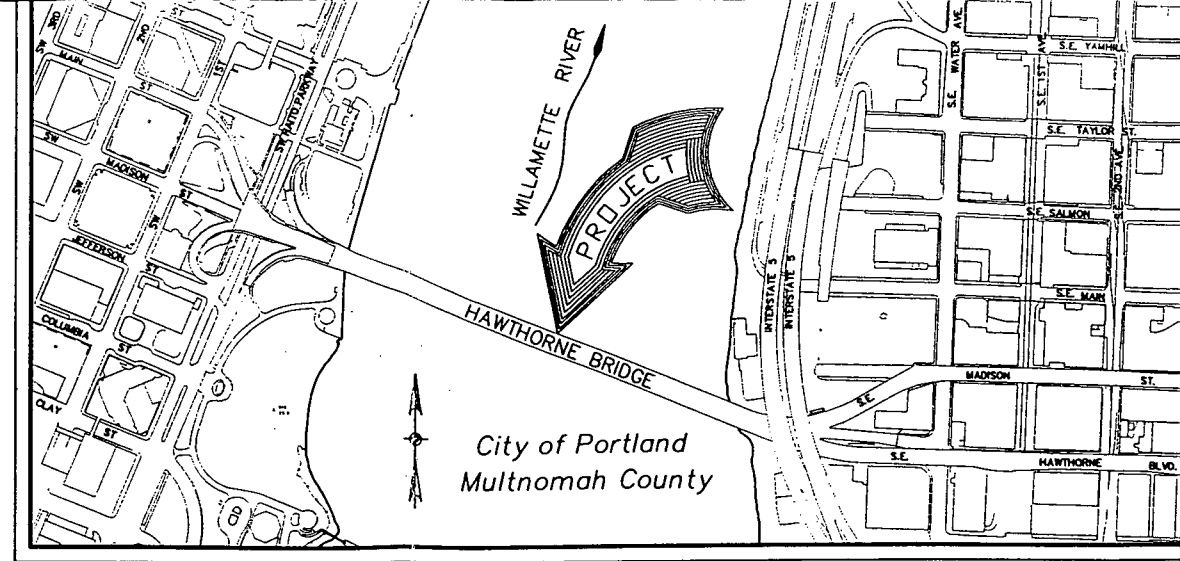
A handwritten signature in cursive script, reading "John E. Mikesell".

John E. Mikesell  
Chief, Plans and Programs Section  
By direction of the District Commander

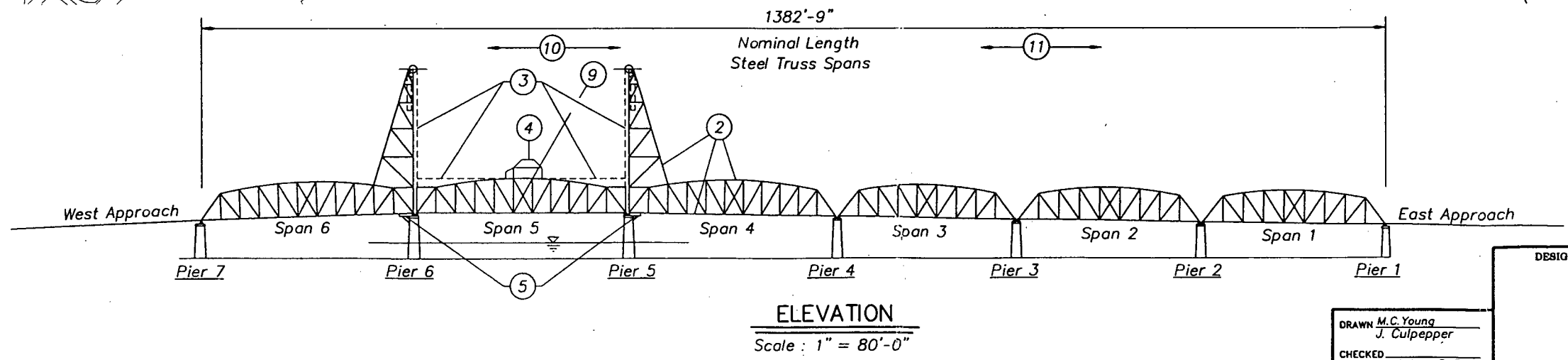
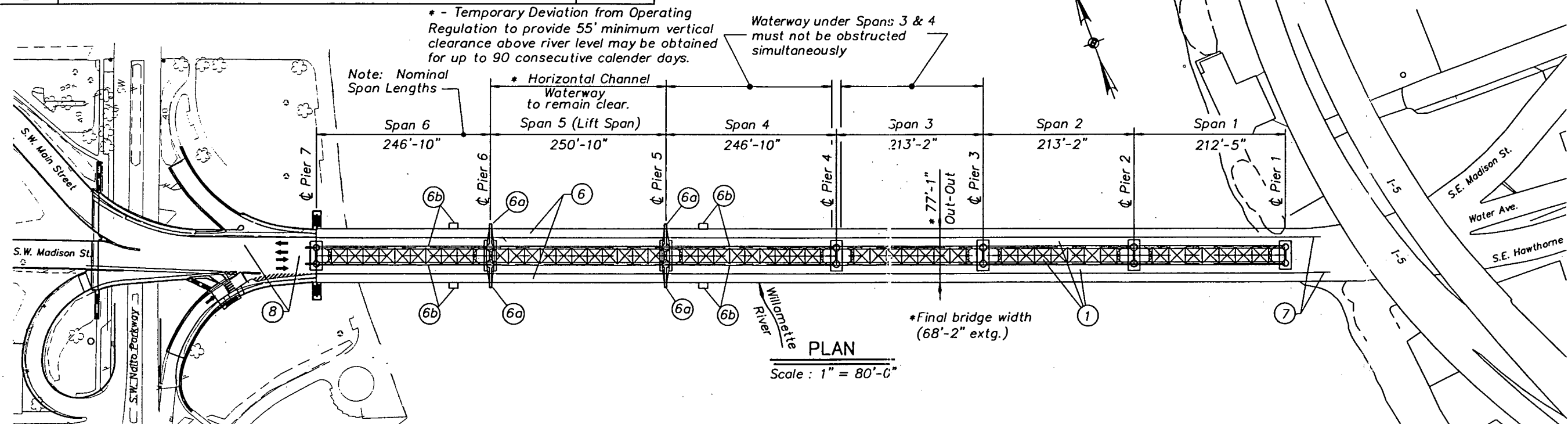
Aug. 11, 1997 12:04:52 pm MUCTB003.DWG

Work Item No.	Work Description	Sheet No.
①	Replace steel grid bridge flooring and supports, Spans 1-6	7
②	Blast and paint structural steel, railings and counterweights, Spans 1-6	6
③	Replace lift span operating and counterweight ropes	M-2
④	Repair operator/machinery building	A-1
⑤	Install maintenance access platforms, Piers 5 and 6	30
⑥	Install 10'-9" sidewalks, Spans 1-6	12
⑥b	Extend and strengthen existing piers and modify tower braces	18, 28
⑥b	Modify traffic and barrier gates and supports	32, M-1
⑦	Modify East approach sidewalks	40
⑧	Modify West approach	35
⑨	Install new operating drums	M-4
⑩	Truss straightening at various locations	34
⑪	Electrical work at various locations	E-4, E-5

For General Notes, see Dwg. #55678.



Sec. 3, T.1S., R.1E., W.M.  
**LOCATION MAP**  
No Scale



DRAWN M.C. Young  
J. Culpepper  
CHECKED Aubrey P. Rabb  
REVIEWED David C. Moyano

DESIGNED  
EXPIRES:

DAVID EVANS AND ASSOCIATES, INC.

REV	DESCRIPTION	BY	DATE

MULTNOMAH COUNTY  
TRANSPORTATION AND LAND USE PLANNING DIVISION  
BRIDGE SECTION

WILLAMETTE RIVER (HAWTHORNE) BRIDGE  
PAINTING AND DECK REPLACEMENT

PLAN AND ELEVATION

DATE AUGUST 1997	BRIDGE NO. 2757	DRAWING NO. 55679
SCALE As Noted	FILE NO.	SHEET 2 OF 44

XREFS: MUCTB003.DWG M0017.DWG M0015.DWG M0013.DWG M0001.DWG

# The Hawthorne Bridge is Closing!

**March 31, 1998  
to  
March 31, 1999**

Dear Citizens,

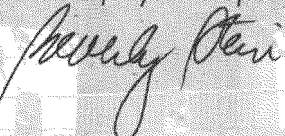
The closure of the Hawthorne Bridge will be inconvenient for many of us. That's why we asked the community to consider options for bridge repair and chose the plan that had the most support. That plan calls for a total closure of the bridge to allow for completion of the work as quickly as possible.

This project will take a year to complete because it includes repainting the bridge, replacing the deck, widening the sidewalks and replacing the drums and ropes that help lift the span. An added complication is the need to protect the river below from the lead-based paint on the bridge. This is a big job.

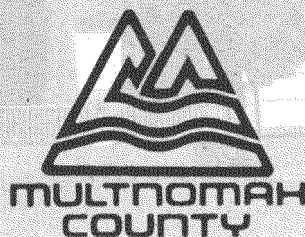
Please review the map and other information presented here. It will help you make an informed choice as you adjust your travel patterns for the next year.

If we all work together we can minimize disruption and traffic delays by choosing the best transportation alternatives. The reward for our patience and inconvenience will be a safer bridge that will last longer and better accommodate all users.

Thanks for your cooperation,



Beverly Stein  
Multnomah County Chair



CONNECTING COMMERCE AND COMMUNITY



## Protecting Our Investment

Over the years, far-sighted leaders realized the benefit of investing in bridges linking two sides of the Willamette River. In 1998, thousands of cars, trucks, buses, bicyclists and pedestrians cross the Willamette daily using Willamette River bridges.

While the Hawthorne Bridge is Portland's oldest, several others are more than 70 years old. And like the Hawthorne, they require continuous maintenance and repair to keep them safe and functional.

Multnomah County recently awarded a contract totaling \$16.7 million for badly needed renovations to the Hawthorne Bridge. This project is funded with federal, state and local gas tax. The County estimates repairs to the five other Willamette bridges it owns will exceed \$275 million over the next 20 years.

Clearly, bridge repairs are critical to the region's future. We need to work together to keep traffic flowing — safely and easily — across the Willamette.



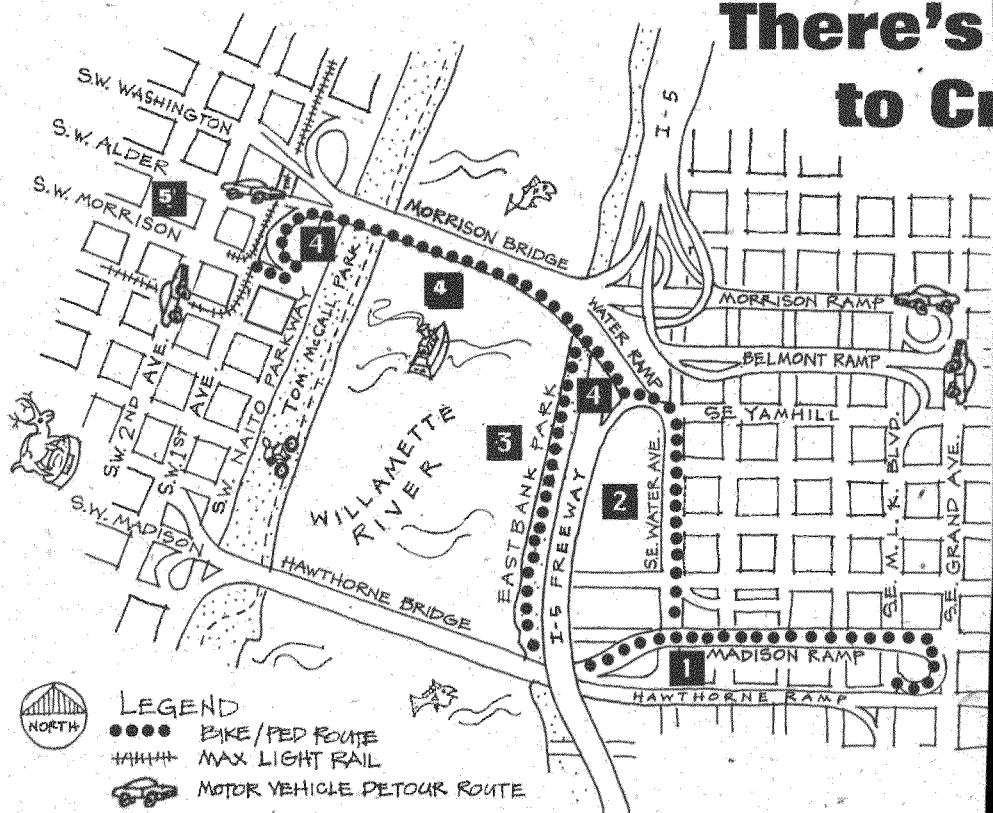
# Preserving a Historic Structure

**T**he Hawthorne Bridge, the nation's oldest vertical lift span bridge, was completed in 1910. Eighty-eight years later, the bridge represents the essence of area history.

Beginning March 31, Multnomah County will close the bridge for a greatly-needed painting and repair project. At the end of a 12-month closure, the bridge will be free of its lead-based paint and repainted in attractive colors, with new decking and expanded travel space for bikes and pedestrians. This prized landmark will be safer, more useful and more appealing.

A one-year closure for painting and repairs will ensure that this great monument will be on the Portland skyline for many years to come.

We think it's a good tradeoff.



- 1** Bicyclists and pedestrians will be allowed to use the SE Madison ramp and the MLK exit for access to and from Water Ave. All other Hawthorne ramps will be closed.
- 2** SE Water Ave. will provide primary access to the Morrison Bridge for bikes and pedestrians. All existing bike and pedestrian routes can also be used as detour options to access the Morrison Bridge.

- 3** The Eastbank Park will provide an alternate route for both bicyclists and pedestrians.
- 4** Temporary improvements to the Morrison Bridge will accommodate bicycles, pedestrians and vehicles.
- 5** Parking on SW Alder Street between SW 2nd and SW 3rd Avenues will be removed to provide another traffic lane.

*“The Hawthorne Bridge represents the Portland skyline.”*

Jack Hylstrom, Citizen



## What Color

In 1910, the Hawthorne Bridge was painted as were most older bridges built across the Willamette River.

In the 1960s, architects and citizens thoughtfully about the colors of downtown bridges as part of a city beautification project. They chose navy blue for the Hawthorne Bridge to be consistent with the industrial character of the riverfront at the time. Also, the community agreed that each bridge be painted a different color so travelers could easily distinguish one from another.



# More Than One Way Cross a River

The Hawthorne Bridge is part of an integrated transportation network that provides many alternatives. Multnomah County's Bridge Section recommends the following to make your trip across the river as easy as possible.

## 1. Plan ahead.

Start preparing now for one or more alternate routes across the Willamette River.

## 2. Whenever possible, change your schedule to avoid rush hour.

Start preparing now for flexible work hours, child care arrangements or other changes that can help keep you off the bridges at the busiest times of day.

## 3. Use alternatives to cars whenever possible.

Tri-Met will adjust its routes for convenient trips across the river. Call Tri-Met at 238-RIDE for bus, MAX or carpool information.

## 4. Call the public information line at Multnomah County — 248-3757 and press 1 for project info.

Traffic will be re-routed during the 12-month closure. Pedestrians and bicyclists can use the south side of the Morrison Bridge. Cars and trucks can use one of the nine other bridges.



## What is Our Bridge?

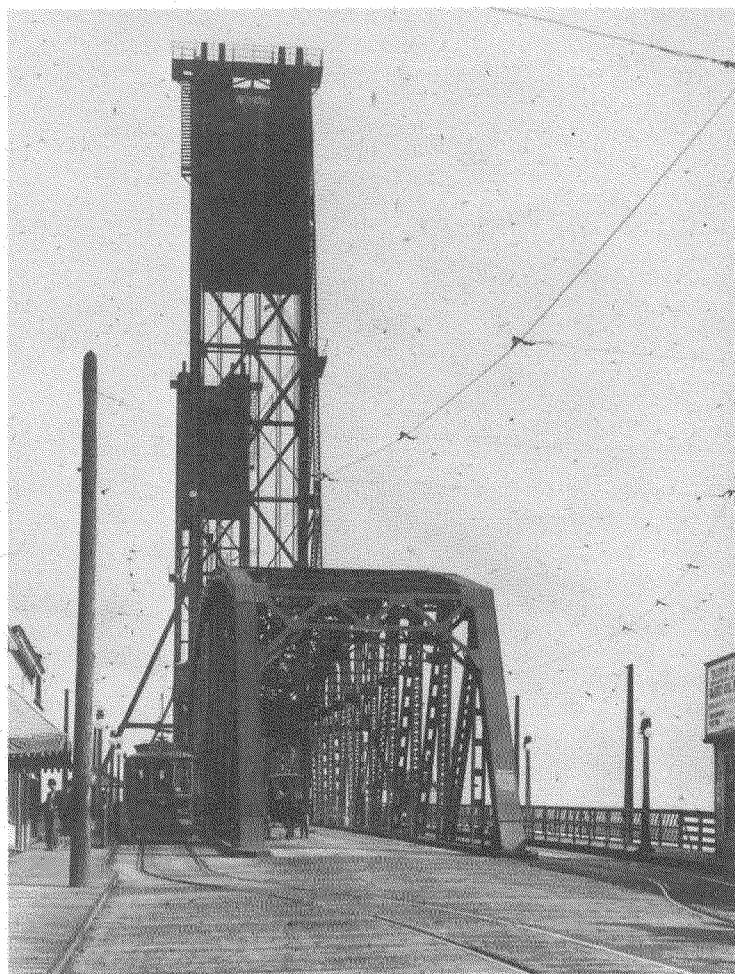
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In 1997, a group of citizens, artists and community leaders once again considered what colors to paint the bridge. They had the difficult job of choosing colors to enliven the bridge without being overwhelming because of the sheer size of the structure. They decided the renovated bridge will be dark green and black, with brick red counterweights and sidewalk railing.

The County estimates that this paint job will last until the year 2030 or later.



Hawthorne Bridge, early 1900s trolley, horse & buggy crossing. Oregon Historical Society Neg. #23090

## Birth of a Bridge: 1910

William Howard Taft was president. A pound of cheese cost 18 cents. And the citizens of Multnomah County had a new span

across the Willamette River — the Hawthorne Bridge.

Multnomah County's population was 226,261 — and growing. The bridge was designed for the transportation needs of the day: a trolley line, horses with riders and carriages, pedestrians, bicycles, and the earliest motor cars.

Today, Multnomah County is home to 636,000 people, and the Hawthorne Bridge carries 30,000 cars, 2,000 bikes and pedestrians and more than 750 Tri-Met buses every day.

**Some things are worth taking care of. The Hawthorne Bridge is one of them.**

**For more information call  
Multnomah County at 248-3757.  
Visit our Web Site at  
[www.multnomah.lib.or.us/bridgel](http://www.multnomah.lib.or.us/bridgel)**

# Plan Your Detour Routes Now!

There are nine other ways to cross the river.

## Tips:

- Call Tri-Met at 238-RIDE for bus, MAX or carpool information.
- Have more than one detour route in mind.
- Avoid rush hour when possible.
- Listen for Bridge Report on your traffic station.
- Call the project line for updates, 248-3757 or check out our web site [www.multnomah.lib.or.us/bridge/](http://www.multnomah.lib.or.us/bridge/)



## Hawthorne Bridge Rehabilitation Project

St. Johns Bridge

Willamette River

Fremont Bridge

Broadway Bridge

Steel Bridge

Burnside Bridge

Morrison Bridge

Hawthorne Bridge

Marquam Bridge

Ross Island Bridge

Sellwood Bridge



north

Broadway

MAX

Holladay

I-84

W. Burnside

E. Burnside

I-405

Alder

MAX

Broadway

Parkway

Clay

Naito

MLK

Grand Ave.

Sandy Blvd.

Madison Hawthorne

11th

12th

Powell Blvd.

**Closed for 12 months beginning March 31, 1998**



**Here's where to get more information.**

**Public Display**

Catch our information booth at various community events this summer. Watch for us at events in your community.

**Community Presentations**

We're scheduling meetings with neighborhood and community organizations. Would you like to schedule one for your group? Send us a note.

**Bridge Tours**

We are working with local radio stations to give away several free group bridge tours guided by Sharon Wood, author of *The Portland Bridge Book* (Oregon Historical Society Press). Want your name added to the list of possible winners?

Fill this form out, and return to:

Multnomah County Bridge Project

1620 SE 190th Ave.

Portland, Oregon 97223

fax 248-3321

e-mail [pubinf.mcbbridges@co.multnomah.or.us](mailto:pubinf.mcbbridges@co.multnomah.or.us)

Visit us on the web at our web site:

<http://www.multnomah.lib.or.us/trans/index.html>

CONNECTING COMMERCE AND COMMUNITY



YOUR NAME:

ADDRESS:

BUSINESS OR GROUP:

PHONE:

## Thoughts To Ponder...

### SELLWOOD

Let 'em commute to Oregon City?

If we're forced to close the Sellwood bridge and can't replace it, do we just tell folks to try the next upriver span in Oregon City?

Do we just live with the frustration of congestion and patch it up the best we can?

Do we replace it?

Do you know anyone with \$63 million who wants to have a bridge named after them?

### HAWTHORNE

Who should get the right-of-way: tugs, trucks or transit?

The bridge goes up hundreds of times each month. With so many commuting interruptions, wouldn't it be better to close the Hawthorne to autos and exclusively dedicate it to pedestrians, mountain bikes and licensed Golden Retrievers?

We know everybody wants to go shopping in the Hawthorne District, but should this be our primary transit bridge? Shouldn't we put more of our southeast-bound buses on other bridges, such as St. Johns, or in a tunnel under the river?

Do we just live with the frustrating ups and downs of the historic Hawthorne?

### MORRISON

It's our youngest bridge, so we probably can scrimp on maintenance, right?

Do we scrimp on maintenance another decade or two so we can maintain the older bridges?

How about moving the freeways away from the Morrison so it won't get so much traffic?

### BURNSIDE

Must we toss a "lifeline" to our lifeline bridge during times of disaster?

Do we just plan on not using the Burnside during the annual flood season?

Do we mandate that our emergencies occur only during the low-water months?

Do we pass an ordinance restricting the size of earthquakes to no more than 2.2 on the Richter scale?

### BROADWAY

Replace it or ban grain ships and cruise boats from passing under it?

Do we ban the big ships from Portland harbor?

Tell the grain ships to go to New Orleans?

Do we ask 20,000 volunteers, with one long rope, to stand by during Rose Festival?

Do we make an investment in this fixer-upper?

Or do we just get by as best we can and think positive?

Do we become "Zen" about it and learn to love 20-minute bridge openings?

### SAUVIE ISLAND

Is one span enough, two too many?

To reduce traffic, do we ban the sale of pumpkins in Multnomah County?

Do we impose even/odd days for island visitors, much like we rationed gasoline in the 1970s?

To reduce traffic, how about banning nude bathing beaches in Multnomah and Columbia counties?

Or, should we ask Tri-Met to provide water taxi service?

## Aren't these preposterous questions?

**Perhaps. But by now you have the idea we're facing some challenges.** The estimated cost of the County's capital improvement plan for the next 20 years is \$250 million for needed major electrical, mechanical and structural repairs and some seismic upgrades. (Additional seismic strengthening is likely after the 20-year time frame.) At best we've identified only \$46 million in available funds for the next 20 years.

We are working with Metro and our regional partners, the State of Oregon and the U.S. Department of Transportation to come up with a solution. Perhaps you have some thoughts, too. **Tell us.**

THE NEXT  
20  
YEARS

CONNECTING COMMERCE AND COMMUNITY



You may not realize it, but Multnomah County is recognized nationally for our collection of distinct and diverse bridge types. This distinction poses some unique and difficult challenges to our fast-growing region.

Are our bridges up to the challenge?

All are in need of major upgrades and longterm repairs. Two probably should be replaced. We can't readily identify revenues to pay for all the major repair projects needed during the next 20 years.

How do we keep commerce and communities connected?

How do we assure public safety?

How do we make the best investment for the community?



# MULTNOMAH COUNTY BRIDGES

**B**y state law, Multnomah County must maintain six Willamette River bridges: Sellwood (1925), Hawthorne (1910), Morrison (1958), Burnside (1926), Broadway (1913) and the increasingly traveled Sauvie Island Bridge (1950). The state is responsible for the Ross Island, Marquam, Fremont and St. Johns bridges. The Steel Bridge is privately owned by the Union Pacific Railroad.

## THE BROADWAY

(1913) Everyone loves it, when big ships pull up along Portland's busy waterfront. We're the nation's biggest grain port. Luxury love boats love the city. Even the Navy crowds in once a year.

Everyone loves it, except maybe the Broadway Bridge. At more than 80 years of age, Broadway is our most complicated and cranky bridge. There are only three of these bridge types—double-leaf-Rail bascule lift spans—operating in the nation. There are times when the bridge operators worry that some day the draw bridge won't draw anymore, blocking river traffic.

Motorists wait longer on the Broadway, sometimes 20 minutes, to let ships pass. Despite this, we depend on this crossing. At least 33,000 vehicles cross it each day, climbing to 41,000 by 2015. Traffic growth is expected because Broadway links the city's entertainment complex on the eastside (Rose Garden and Convention Center) with the emerging River District and other westside locations.

Next to the Hawthorne, the Broadway is the most in need of attention to assure public safety. New guardrails are being added and the lift sidewalks will be replaced. Later on, more sidewalk rehabilitation and other work will be required.

And, the lift-span drive mechanism will need replacing before too long. Remember those grain ships and the Rose Fleet? Estimated cost over 20 years to keep it working for us is more than \$40 million.

### What To Do?

DETAIL OF A BEARING WHEEL FOR THE BROADWAY BRIDGE

## THE SELLWOOD

(1926) Sellwood is the thin, scrappy one, muscles stretched and knees bruised. Although its shoulders are narrower than the other bridges, Sellwood somehow keeps up under great strain. It's Oregon's busiest two-lane bridge.

More than 32,000 commuters use it daily and will grow to nearly 40,000 in 20 years. It has been overworked and was structurally weakened by a 1950s landslide.

Sellwood is the only bridge for a 10-mile stretch of the Willamette River and is inadequate to meet the needs of the growing Southeast Portland, Clackamas County and Washington County residents.

Built in 1925 for \$541,000; today's replacement cost is estimated at \$63 million.

### What To Do?

## THE MORRISON

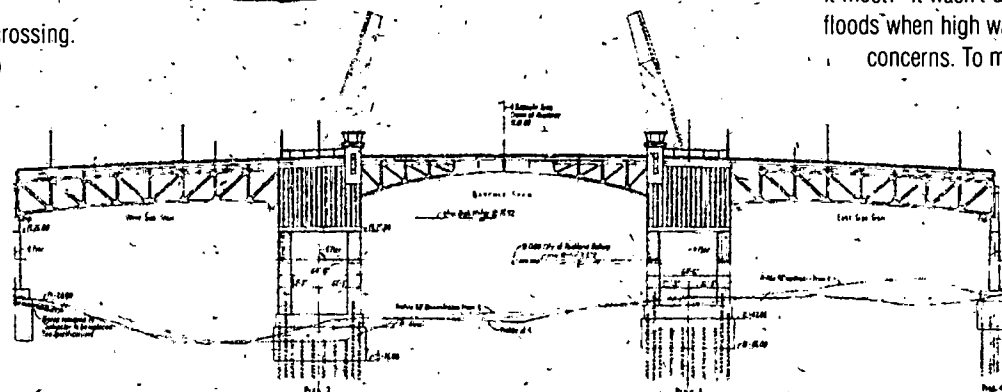
(1958) Morrison is the heavy lifter. Situated at the intersection of two Interstate freeways, the Morrison Bridge carries 50,000 vehicles daily. It's expected there will be 30 percent more traffic by 2015.

Morrison always has been a key crossing. Strategically located as gateway to Downtown Portland, two other Morrison bridges—built in 1887 and 1905—preceded the current six-lane span.

So, it's a good thing the Morrison Bridge is the largest mechanical structure in the state. Under the deck and out of sight, some pretty big gears and weights lift a lot of concrete when the draw span opens.

Looking at the list of maintenance chores for the next 20 years, some fixes loom. We've got to keep the lift span working efficiently and gear reduction replacement will be needed. So, too, is a new emergency drive system for the draw span. Getting power to the right places is a must, so new cables for electrical controls are on the list. And to assure public safety, eventually we'll have to renovate the eastside deck.

### What To Do?



ARCHITECTURAL RENDERING OF THE MORRISON BRIDGE

## THE HAWTHORNE

(1910) The Hawthorne is our most energetic bridge. Its lift span rises an average of 200 times a month—300 times a month during the summer. With only 53 feet of vertical clearance between low water and the deck, Hawthorne is one of the lowest Willamette crossings.

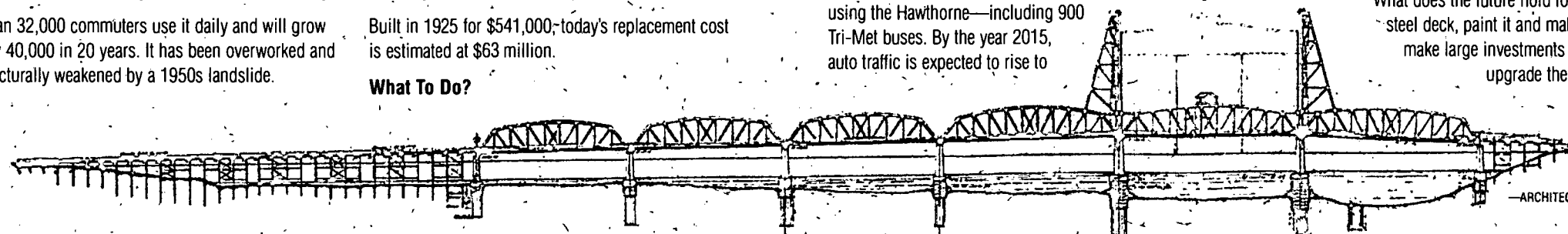
This puts a few unexpected stops in the travels of the 33,000 motorists a day using the Hawthorne—including 900 Tri-Met buses. By the year 2015, auto traffic is expected to rise to

40,000 daily trips. (Sorry, tugs and other river traffic have priority, although mariners are restricted from rush hour use of the bridges.)

The Hawthorne is our nation's oldest operating highway lift bridge. It's a beloved structure that many citizens consider the heart and soul of our bridge system.

What does the future hold for the Hawthorne Bridge? After we replace the steel deck, paint it and make other fixes next year, we must continue to make large investments to keep the bridge functional. We need to upgrade the Hawthorne to meet earthquake standards and the ramps need new asphalt overlays.

### What To Do?



ARCHITECTURAL DRAWING OF THE HAWTHORNE BRIDGE

## THE BURNSIDE

(1926) Burnside is our "go-to" guy. More than 41,000 motorists cross Burnside Bridge daily. So do 1,000 pedestrians and bicyclists. A 25 percent traffic increase is expected by 2015.

Not only do we count on Burnside to do its job daily, we turn to it in time of emergencies. Burnside Street and bridge are designated as Portland's Emergency Transportation Route and Lifeline Corridor to carry emergency equipment and supplies.

Will Burnside always be there when we need it most? It wasn't during the February 1996 floods when high water caused power-supply concerns. To make sure river traffic

could get by if the power failed, the draw spans were locked in the up position, closing the bridge to vehicles and pedestrians.

Burnside challenges us with other uncommon upkeep demands.

While most draw bridges have a lightweight steel deck, Burnside has an all-concrete draw section. And its massive piers are supported on timber pilings. These are concerns during an earthquake.

In addition, there are long-term safety repairs coming due, such as replacing the concrete deck and new overlays for the approaches. During the next 20 years we must invest \$44 million to keep the Burnside Bridge functional.

### What To Do?

DETAIL OF A MAIN RIVER PIER OF THE BURNSIDE BRIDGE

## THE SAUVIE ISLAND

(1950) The only bridge to and from Sauvie Island, this two-lane structure is so congested a new southwestern on-ramp recently was constructed.

More than 1.5 million visitors, many of them driving commercial vehicles, crossed over to the island last summer. This pastoral island of bountiful harvest, sandy beaches and wildlife habitat is a popular and busy place.

Delays are frequent. If a traffic congestion formula could be devised to calculate minutes idled in a car per square foot of pumpkin patch, then you'd be able to quantify the frustration level of Sauvie Island motorists and bike riders.

In the next few years the concrete deck will need an overlay if we are to keep the bridge safe. Engineers say a replacement bridge or second island crossing is necessary. That alone is a \$15 million proposition.

### What To Do?



## **Hawthorne Bridge Painting and Deck Replacement**

### **Agenda**

- Introduction Stan Ghezzi
- Preliminary Engineering Ed Wortman
- Construction John Lindenthal

Dr. Gary Oxman, MC Health Officer  
Ranei Nomura, DEQ/Environmental  
Doug Eakin, ODOT

## **Bridge Facts**

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- Constructed in 1910.
- Oldest Operating Vertical Lift Bridge.
- Connects SE Portland to Downtown.
- 30,000 Vehicles/day.
- Busiest Bicyclist - 2,000/day.
- Busiest Pedestrian - 2,000/day.
- Busiest Bus Route - 750/day.
- Openings for Navigation - 200/month.

## **Bridge Problems**

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- Existing Paint System Failed
  - Extensive area of rust
  - Exposed steel, Section loss
- Roadway Deck Grating System Failing
  - 20% loss in grating thickness
  - Reserve carrying capacity questionable
  - Truck/bus restrictions anticipated
- Environmental Protection
- Worker and Public Safety

## **Project Objectives**

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- Extend service life of the 88 year old bridge.
- Strengthen carrying capacity.
- Improve safety features for multi-modal users.
- Preserve historic integrity.

## **Project Facts**

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- This is a \$21.8 million restoration of the Hawthorne Bridge.
- This is a federal aid project, administered by ODOT with design and construction managed by Multnomah County.
- Largest bridge painting contract in Oregon.
- Largest transportation project managed by the County.

## **Gas Tax Revenue Sources**

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- Federal \$17.2 million
  - State 1.5 million
  - Local 3.1 million
- \$21.8 million

## **Project Costs**

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- Preliminary Engineering \$1.2 million
  - Base Bid Award 16.7 million
  - Anticipated Items & Contingencies 1.5 million
  - Construction Engineering 2.4 million
- \$21.8 million



## **Project Timeline**

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- Planning, 1986 - 1995. Identify work, secure funding.
- Project Development, Jan 96 - Oct 96.
- Design, Nov 96 - Oct 97.
- Construction, Nov 97 - Present.

## **Project Highlights**

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- Formal Partnering Process
- Fast Track Design
- Environmental Protection Measures
- Recycling Lead Waste
- "Outreach" Program
- Traffic Impact Mitigation
- Future Streetcar Accommodations

## **Project Highlights**

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- Public Safety
- Worker Safety
- Special Contractor Pre-Qualification
- Proactive Disputes Review Board

## **Major Items of Work**

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- Prepare and Coat Bridge
- Replace Roadway Deck Grating
- Structural Strengthening for Legal Loads
- Replace Counterweight/Lift Span Wire Ropes
- Replace Operating Ropes and Drums
- Widen Sidewalks
- West Approach Accessibility Modifications
- Deck Accommodations for Future Streetcars
- Refurbish Machinery House

## **Project Development - Jan '96 - Oct '96**

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- Steel Surface Preparation Methods and Coating Systems
- Environmental Issues
- Deck & Sidewalk Replacement Types
- Structural Evaluation
- Historical and Permitting Requirements
- Traffic Studies during Construction
- Construction Staging (Closure Schemes)
- Constructability, Costs & Schedules

## **Final Design - Nov '96 - Oct '97**

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- Prepare Plans, Specifications and Engineer's Estimate (PS&E)
- Structural Design
- Environmental Management Planning
  - Containment, Monitoring, Worker Safety
- Partnering
- Outreach Program
- Design Schedule (Dual Designs & Added Work)
- Paint Colors

## **Project Team**

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### Core Group

Multnomah County ODOT City of Portland

David Evans and Associates & Consultants

KTA - Tator Jeanne Lawson

Modjeski & Masters Browning-Shono

## **Project Team**

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### Support Members

DEQ OR-OSHA Tri-Met

OR Health Dept DSL SHPO

Dept of F&W City Agencies Parks & Rec

USCG Corps of Eng. FHWA BTA

River Users Citizen Groups

Business Groups

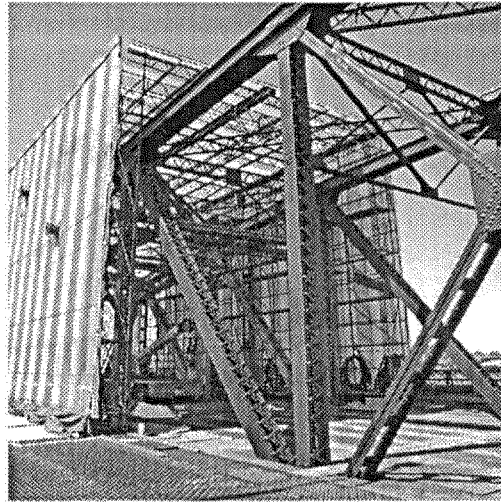
## **Construction Phase**

- Special contractor pre-qual May 1997
- Mandatory Pre-bid Meeting Oct 3, 1997
- ODOT Bid Opening Oct 23, 1997
- ODOT awards contract Nov 22, 1997
- Partnering Meeting Dec 11/12, 1997
- Closed bridge to traffic Mar 31, 1998
- Open bridge to traffic Mar 31, 1999  
(Planned)

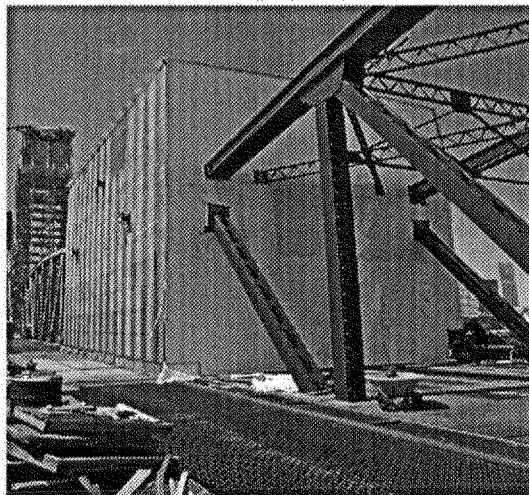
## **Preparation and Coating**



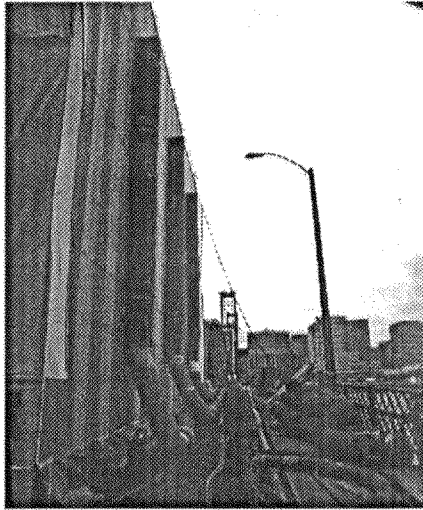
## **Containment Construction**



## **Sealing the Containment**



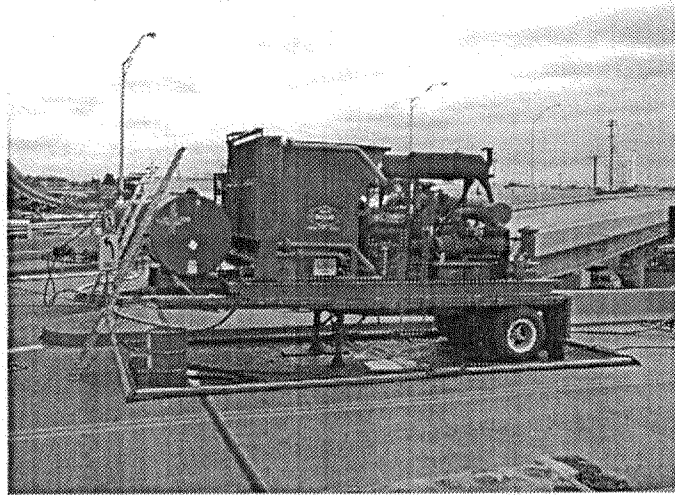
## **Containment Hoses**



## **Vacuum System**



## **Air Compressor**

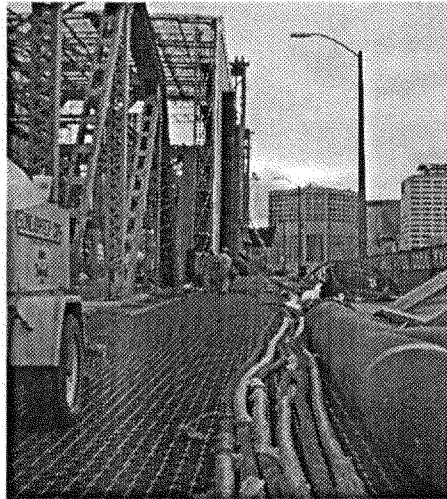


## **Abrasive Grit Pot**

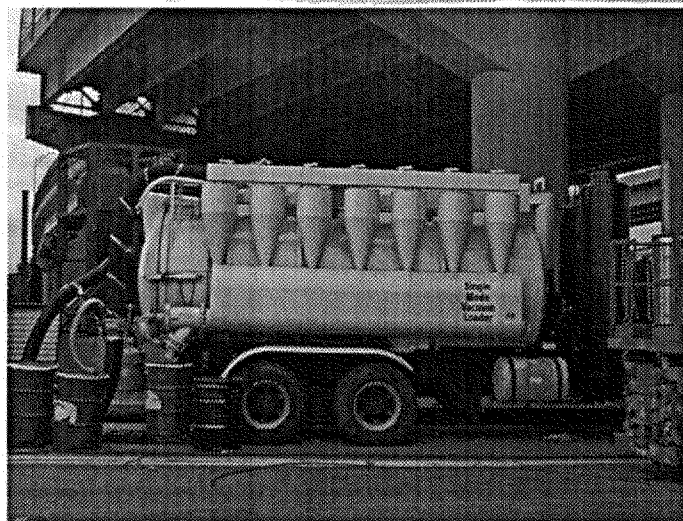




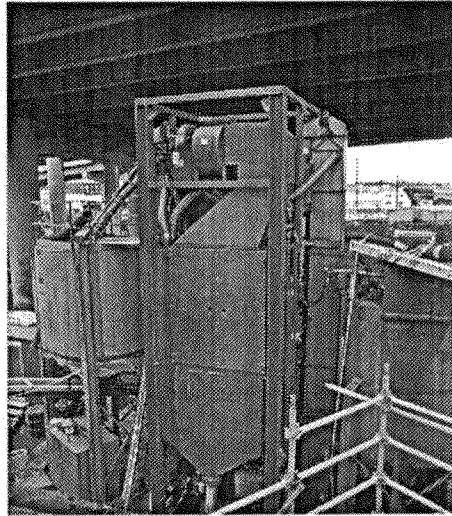
## **Air Hoses for Steel Grit**



## **Vacuum Truck**



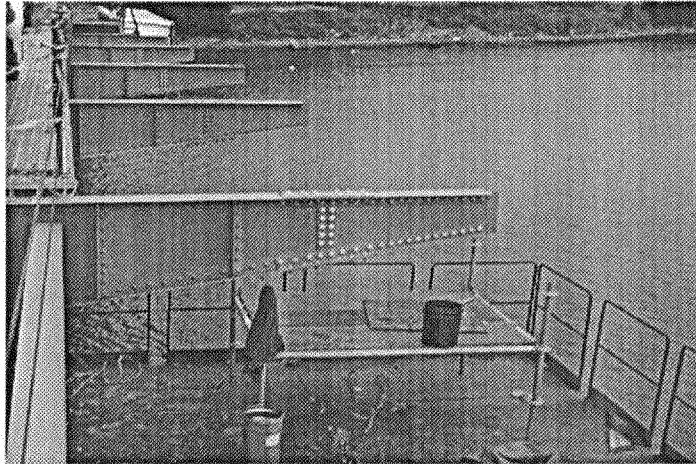
## **Steel Grit Separator**



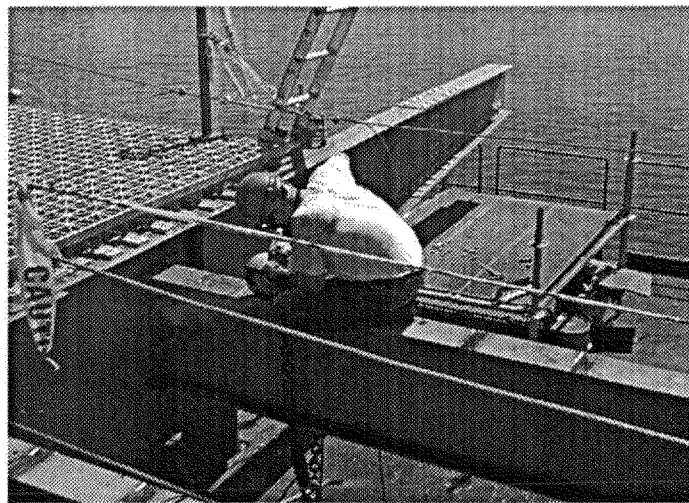
## **Removing Existing Deck**



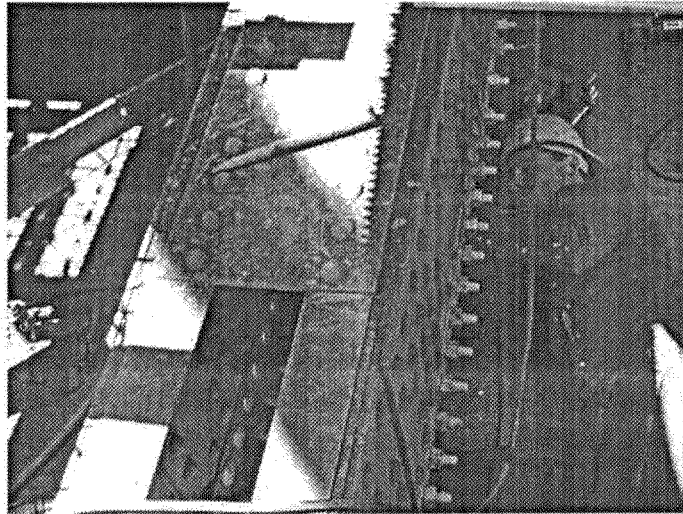
## Floor Beam Extensions



## Stringer Preparation



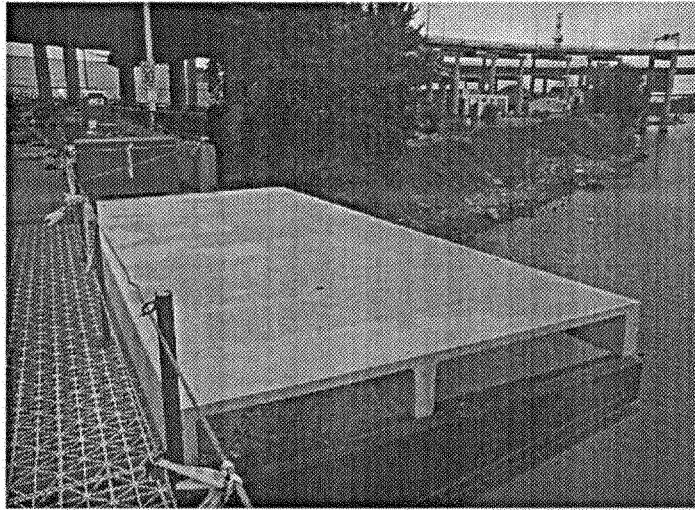
## **Force Account Work**



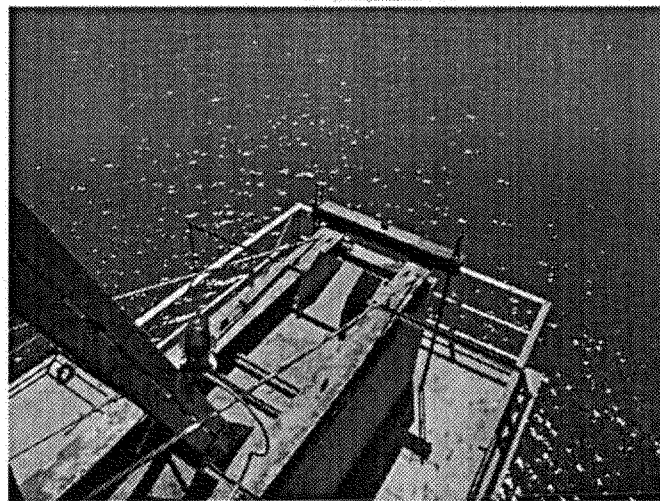
## **Deck Replacement**



## **Sidewalk Widening**

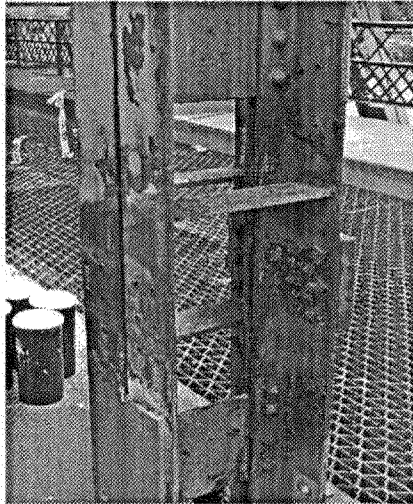


## **Piers 5 & 6 Modifications**

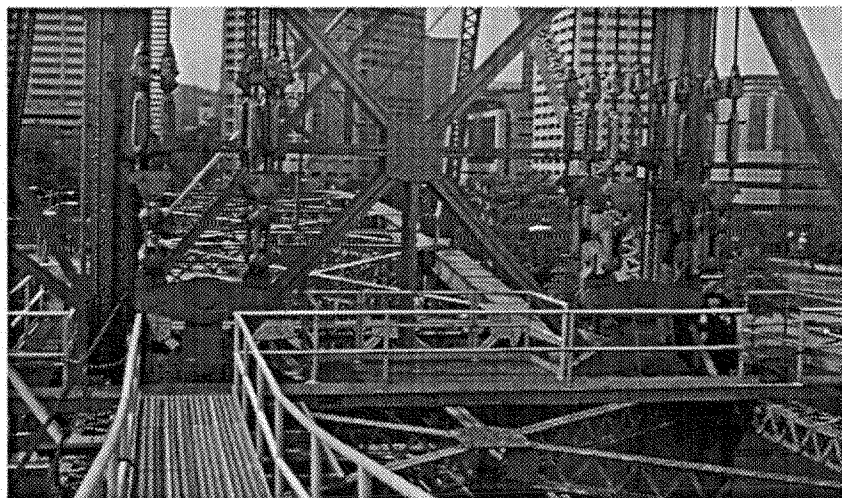




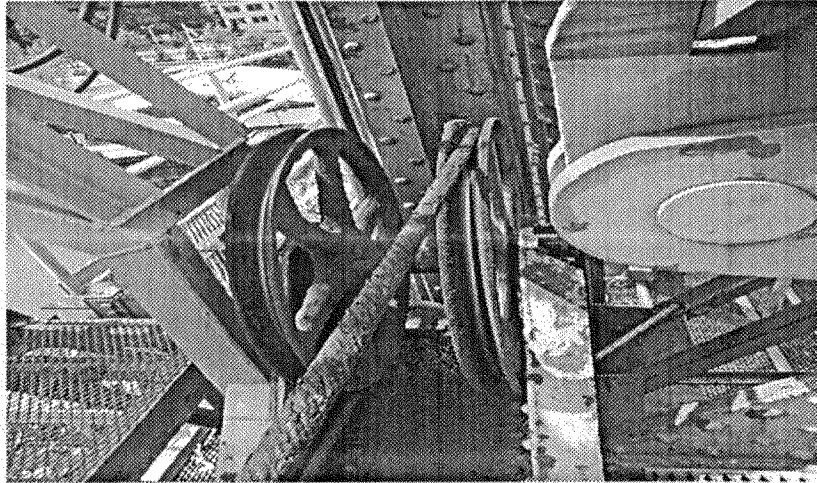
## **Truss Straightening**



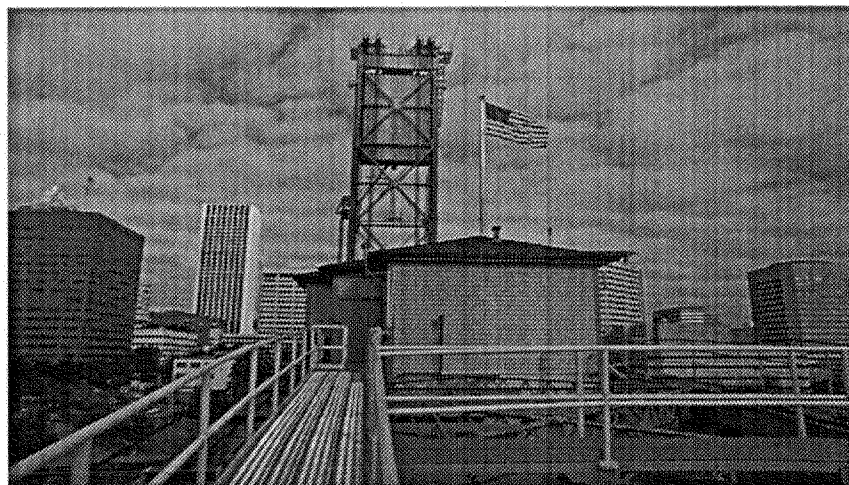
## **Counterweight Ropes and Turnbuckles Replacement**



## **Operating Ropes, Sheaves and Drums Replacement**



## **Machinery House Rehabilitation**



## **East and West Approach Modifications**



## **Partnering**

- Sets the tone for how County and Contractor communicate with each other.
- Began in Design Phase, continued into Construction Phase
- Workshop - Dec 11 and 12, 1997
- Charter
- Project Coordination Team
- Follow-up Meetings
- Disputes Review Board



## **Disputes Review Board**

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- 3-person advisory body which provides timely resolution of disagreements and prevention of claims and disputes.
- Established in contract
- Provides Peer Review
- Non-judicial
- Meets quarterly

## **At Project Conclusion**

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- The Hawthorne Bridge will be the first Willamette River Crossing that complies with all Standards for Multi-modal Travelers.

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For additional information and current updates on the progress of work, contact the Hawthorne Bridge Rehabilitation Project web site at:

<http://www.multnomah.lib.or.us/bridge/>



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CONNECTING COMMERCE AND COMMUNITY

**MULTNOMAH COUNTY**  
BRIDGES




# MULTNOMAH COUNTY OREGON



HEALTH DEPARTMENT  
426 S.W. STARK STREET, 8TH FLOOR  
PORTLAND, OREGON 97204-2394  
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BOARD OF COUNTY COMMISSIONERS  
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TO: Board of County Commissioners  
FROM:  Gary Oxman, MD, MPH, County Health Officer  
SUBJECT: Health Concerns Related to Hawthorne Bridge Renovation  
DATE: August 4, 1998

I am writing in response to the Chair's request that I evaluate from a public health perspective the concerns raised in Commissioner Naito's July 24 memo regarding lead exposure related to the Hawthorne Bridge renovation.

In preparing this response, I have reviewed Commissioner Naito's memo, as well as the response memo from Stan Ghezzi of the Bridge Section. I have also discussed the situation with Hilda Adams, Environmental Health Director, and reviewed the situation and relevant standards with a DEQ toxicologist.

Based on this review of existing information, I do not find a public health concern related to the renovation. On the contrary, I believe that there are strong procedures in place to protect workers, the general public, and the environment. I also believe that the data suggest that these procedures are effective.

In reviewing the memo from the Bridge Section, there is only one piece of data that caused me any concern. That was the sample labeled "WP - E. Hawthorne Bridge." Testing this sample revealed a lead content of 300 mg/Kg. Although the information is sketchy, I believe this sample *might* represent deposition of airborne dust. I consider the results of this sample to be insignificant for the following reasons. First, it is not clear that the sample was gathered in a scientifically valid way. Second, the result is not consistent with more rigorous monitoring data on airborne lead. Third, even if one were to interpret the data as representing soil to which people could be exposed, the results are marginal at worst. That is, the level of 300 mg/Kg can be compared with industrial screening standards of 2,000 mg/Kg (DEQ) or 1,000 mg/Kg (EPA), or residential exposure standards of 200 mg/Kg (DEQ) or 400 mg/Kg (EPA). These standards are based on a set of assumptions about people's vulnerability, types of activity, and length of

Board of County Commissioners  
Re: Hawthorne Bridge Renovation  
August 4, 1998 Page 2

exposure. Based on these factors, the industrial standards are the more appropriate ones to consider.

In summary, overall scientifically-gathered data show that the health and environmental risks on this project are well within established standards. If there are ongoing questions about the data, renovation procedures, or monitoring systems currently in place, I would be happy to participate in further reviews as you request.

Thank you for the opportunity to comment on this situation.