

MULTNOMAH COUNTY, OREGON

BOARD OF COMMISSIONERS

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

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

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

AUGUST 18 & 20, 1998 BOARD MEETINGS

FASTLOOK AGENDA ITEMS OF INTEREST

Pg 2	9:30 am Tuesday, Strategic Space Plan for Multnomah County Facilities
Pg 2	11:00 am Tuesday, Executive Session with Labor Negotiator
Pg 3	9:30 am Thursday, DSS RESULTS
Pg 4	9:40 am Thursday, Census 2000 Partnership Opportunities Briefing
Pg 4	9:55 am Thursday, Resolution Certifying 10 Charter Review Committee Measures for November 3
Pg 4	10:15 am Thursday, Work Session to Discuss Process and Issues for 1999 Legislative Session
✳	Check the County Web Site: http://www.multnomah.lib.or.us

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

Thursday, 9:30 AM, (LIVE) Channel 30
Friday, 10:00 PM, Channel 30
Sunday, 1:00 PM, Channel 30
Produced through Multnomah Community
Television

Tuesday, August 18, 1998 - 9:30 AM
Multnomah County Courthouse, Boardroom 602
1021 SW Fourth Avenue, Portland

BOARD BRIEFING

- B-1 Strategic Space Plan for Multnomah County Facilities. Current Issues Regarding Space Use, Building Condition, and Costs. Request Board Consensus on Strategic Policy Direction. Presentation of a Suggested First Year "Next Steps". Presented by Larry Nicholas, Jim Emerson, Betsy Williams, Linda Barnes, Ed Starkie and Rick Gustafson. 1.5 HOURS REQUESTED.
-

Tuesday, August 18, 1998 - 11:00 AM
Multnomah County Courthouse, Boardroom 602
1021 SW Fourth Avenue, Portland

EXECUTIVE SESSION

- E-1 The Multnomah County Board of Commissioners Will Meet in Executive Session Pursuant to ORS 192.660(1)(d) for Labor Negotiator Consultation Concerning Labor Negotiations. Presented by Darrell Murray. 1 HOUR REQUESTED.
-

Thursday, August 20, 1998 - 9:30 AM
Multnomah County Courthouse, Boardroom 602
1021 SW Fourth Avenue, Portland

REGULAR MEETING

CONSENT CALENDAR

SHERIFF'S OFFICE

- C-1 Package Store Liquor License Change of Ownership for CORBETT COUNTRY MARKET, 36801 E. HISTORIC COLUMBIA RIVER HIGHWAY, CORBETT

C-2 Intergovernmental Revenue Agreement 800868 Between the Multnomah County Sheriff's Office and the Portland Police Bureau to Assist in Paying Costs Associated with the Housing of Prisoners Arrested Due to Enhanced Police Activities

C-3 Budget Modification MCSO 9901 Appropriating \$90,000 City of Portland Local Law Enforcement Block Grant Funds to Pay for Costs Associated with the Housing of Prisoners Arrested Due to Enhanced Police Activities

DEPARTMENT OF SUPPORT SERVICES

C-4 Budget Modification DSS 9905 Reclassifying Two Positions in Employee Benefits

DEPARTMENT OF ENVIRONMENTAL SERVICES

C-5 ORDER Authorizing Execution of Deed D991558 for Repurchase of Tax Foreclosed Property to the Heirs of the Estate of Andrew Charles as they shall become known

C-6 ORDER Authorizing Execution of Deed D991562 for Repurchase of Tax Foreclosed Property to Former Owner Brian D. Parham

C-7 ORDER Authorizing Execution of Deed D991564 for Repurchase of Tax Foreclosed Property to Former Owner Carol E. Moore

REGULAR AGENDA

PUBLIC COMMENT

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

DEPARTMENT OF SUPPORT SERVICES

R-2 Results from RESULTS: Subrogation Process Improvement Team Presentation. 10 MINUTES REQUESTED.

NON-DEPARTMENTAL

- R-3 Census 2000 Partnership Opportunities Presentation by Mike Steenhout, U.S. Department of Commerce, Bureau of Census. 15 MINUTES REQUESTED.
- R-4 RESOLUTION: Submit to the Voters Charter Amendments Proposed by the County Charter Review Committee

DEPARTMENT OF JUVENILE AND ADULT COMMUNITY JUSTICE

- R-5 First Reading of an ORDINANCE Amending MCC 17.101, Imposing a Fee for Filing a Motion for Modification of Divorce Decree, and Declaring an Emergency
- R-6 RESOLUTION Rescinding Resolution 98-87 and Establishing Fees and Charges for Chapter 17, Juvenile and Adult Community Justice, of the Multnomah County Code

COMMISSIONER COMMENT

- R-7 Opportunity (as Time Allows) for Commissioners to Provide Informational Comments to Board and Public on Non-Agenda Items of Interest. Comments Limited to Three Minutes Per Person.

Thursday, August 18, 1998 - 10:15 AM
(OR IMMEDIATELY FOLLOWING REGULAR MEETING)
Multnomah County Courthouse, Boardroom 602
1021 SW Fourth Avenue, Portland

WORK SESSION

- WS-1 Discussion of Process and Issues for 1999 Legislative Session. Presented by Gina Mattioda. 45 MINUTES REQUESTED.

ANNOTATED MINUTES

Tuesday, August 18, 1998 - 9:30 AM
Multnomah County Courthouse, Boardroom 602
1021 SW Fourth Avenue, Portland

BOARD BRIEFING

Chair Beverly Stein convened the meeting at 9:36 a.m., with Vice-Chair Sharron Kelley, Commissioners Gary Hansen, Diane Linn and Lisa Naito present.

B-1 Strategic Space Plan for Multnomah County Facilities. Current Issues Regarding Space Use, Building Condition, and Costs. Request Board Consensus on Strategic Policy Direction. Presentation of a Suggested First Year "Next Steps". Presented by Larry Nicholas, Jim Emerson, Betsy Williams, Linda Barnes, Ed Starkie and Rick Gustafson.

LARRY NICHOLAS INTRODUCED TEAM MEMBERS WAYNE GEORGE, JIM EMERSON, STEVE SHATTER, LEN SOBO, JON SCHROTZBERGER, BETSY WILLIAMS, LINDA BARNES, RICK GUSTAFSON AND ED STARKIE. BETSY WILLIAMS, LINDA BARNES, ED STARKIE, RICK GUSTAFSON AND JIM EMERSON PRESENTATION AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. BOARD SUGGESTIONS ON ADDITIONAL AREAS FOR STAFF TO LOOK INTO RELATING TO FINANCING, POSSIBLE JOINT VENTURE PARTNERSHIPS, HOUSING, MIXED USE, AND ACCESSIBILITY. CHAIR STEIN DIRECTED STAFF TO PROVIDE A REPORT ON THE RESPONSE TO THE WAYFINDING AUDIT; AND TO LOOK AT POSSIBLE USE OF SCHOOL BUILDINGS WHEN DOING SERVICE DELIVERY PLANS. BOARD COMMENTS IN APPRECIATION OF WORK OF TEAM.

There being no further business, the briefing was adjourned at 11:09 a.m.

Tuesday, August 18, 1998 - 11:00 AM
Multnomah County Courthouse, Boardroom 602
1021 SW Fourth Avenue, Portland

EXECUTIVE SESSION

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

- E-1 The Multnomah County Board of Commissioners Will Meet in Executive Session Pursuant to ORS 192.660(1)(d) for Labor Negotiator Consultation Concerning Labor Negotiations. Presented by Darrell Murray.

EXECUTIVE SESSION HELD.

There being no further business, the session was adjourned at 12:05 p.m.

Thursday, August 20, 1998 - 9:30 AM
Multnomah County Courthouse, Boardroom 602
1021 SW Fourth Avenue, Portland

REGULAR MEETING

Chair Beverly Stein convened the meeting at 9:35 a.m., with Vice-Chair Sharron Kelley, Commissioners Gary Hansen, Diane Linn and Lisa Naito present. (Commissioner Hansen was excused at 10:47 a.m.)

CONSENT CALENDAR

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

SHERIFF'S OFFICE

- C-1 Package Store Liquor License Change of Ownership for CORBETT COUNTRY MARKET, 36801 E. HISTORIC COLUMBIA RIVER HIGHWAY, CORBETT

C-2 Intergovernmental Revenue Agreement 800868 Between the Multnomah County Sheriff's Office and the Portland Police Bureau to Assist in Paying Costs Associated with the Housing of Prisoners Arrested Due to Enhanced Police Activities

C-3 Budget Modification MCSO 9901 Appropriating \$90,000 City of Portland Local Law Enforcement Block Grant Funds to Pay for Costs Associated with the Housing of Prisoners Arrested Due to Enhanced Police Activities

DEPARTMENT OF SUPPORT SERVICES

C-4 Budget Modification DSS 9905 Reclassifying Two Positions in Employee Benefits

DEPARTMENT OF ENVIRONMENTAL SERVICES

C-5 ORDER Authorizing Execution of Deed D991558 for Repurchase of Tax Foreclosed Property to the Heirs of the Estate of Andrew Charles as they shall become known

ORDER 98-113.

C-6 ORDER Authorizing Execution of Deed D991562 for Repurchase of Tax Foreclosed Property to Former Owner Brian D. Parham

ORDER 98-114.

C-7 ORDER Authorizing Execution of Deed D991564 for Repurchase of Tax Foreclosed Property to Former Owner Carol E. Moore

ORDER 98-115.

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 SUPPORT SERVICES

R-2 Results from RESULTS: Subrogation Process Improvement Team Presentation.

INTRODUCTION OF TEAM MEMBERS HELEN SMITH, CHRIS PAYNE, TOM MAYER, MARLOW VASS, MICHELE GARDNER, CHAD BERGERSON, WENDY HAUSOTTER, DAVID BENNETT AND TOM HANSELL. HELEN SMITH, MICHELE GARDNER AND MARLOW VASS PRESENTATION ON HOW TEAM SHORTENED THE COUNTY'S LEGAL PROCESS FOR SUBSTITUTING ONE CREDITOR FOR ANOTHER AND RESPONSE TO BOARD COMMENTS IN SUPPORT OF TEAM EFFORTS. TEAM TO SHARE SURVEY RESULTS WITH BOARD.

NON-DEPARTMENTAL

R-3 Census 2000 Partnership Opportunities Presentation by Mike Steenhout, U.S. Department of Commerce, Bureau of Census.

MIKE STEENHOUT PRESENTATION AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION CONCERNING LOCAL TEMPORARY EMPLOYMENT OPPORTUNITIES AND PROPOSED PROMOTIONAL OUTREACH TO ENCOURAGE BROADER PARTICIPATION IN CENSUS 2000 SURVEY. BOARD CONSENSUS TO TAKE UNDER ADVISEMENT MR. STEENHOUT'S REQUEST THAT THE BOARD APPOINT A LIAISON AND ADOPT PROCLAMATIONS.

R-4 RESOLUTION: Submit to the Voters Charter Amendments Proposed by the County Charter Review Committee

COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF SUBSTITUTE RESOLUTION, WHICH ADDS THE WORDS: "AS APPROVED BY THE COMMITTEE." TO ITEM 2; ADDS A NEW ITEM 4 STATING: "THE DIRECTOR SHALL PUBLISH THESE MEASURES SUBMITTED BY

THE CHARTER COMMITTEE AS IF THEY WERE MEASURES REFERRED BY THE BOARD, AND SHALL INCLUDE THEM IN THE COUNTY VOTERS' PAMPHLET." AND RENUMBERING FORMER ITEM 4 AS ITEM 5. TOM SPONSLER, RHYS SCHOLES AND JOANN BOWMAN EXPLANATION REGARDING HISTORY OF REFERRAL OF THE PREVIOUS HOME RULE CHARTER REVIEW COMMITTEE RECOMMENDATIONS; THE NOVEMBER 1977 BALLOT INITIATIVE CREATING THE CHARTER REVIEW COMMITTEE; A SUPREME COURT CASE WHEREIN THE COUNTY CHARTER PREVAILED OVER STATE ELECTION LAWS; AND THE POSITION OF THE 1997 CHARTER REVIEW COMMITTEE THAT THE BOARD NOT CHANGE ANY LANGUAGE APPROVED BY THE COMMITTEE. MR. SPONSLER RESPONSE TO BOARD QUESTIONS AND DISCUSSION OF THE BALLOT MEASURES' COMPLIANCE WITH STATE ELECTION LAWS PERTAINS TO IMPARTIALITY OF BALLOT TITLES AND EXPLANATORY STATEMENTS. COMMISSIONER HANSEN EXPLAINED HE SUPPORTS THE WORK OF THE COMMITTEE AND HIS POSITION IS THE BOARD HAS AN OBLIGATION TO PASS THE RECOMMENDATIONS ALONG TO THE VOTERS AS WRITTEN, AND THAT AN ELECTOR COULD CHALLENGE THEM, BUT THE BOARD SHOULD NOT DO SO. REFERRING TO THE AUGUST 19, 1998 COUNTY COUNSEL LEGAL OPINION IN RESPONSE TO WRITEN CONCERNS RAISED BY THE DIRECTOR OF ELECTIONS AND SECRETARY OF STATE, COMMISSIONER NAITO ADVISED SHE FEELS IT IS A CLOSE CALL AND THAT WHILE SHE SUPPORTS THE WORK OF THE COMMITTEE AND COUNSEL, IT IS HER OPINION THAT MULTNOMAH COUNTY HOME RULE CHARTER SECTION 12.60 REQUIRES THE CHARTER REVIEW COMMITTEE TO REPORT TO THE PEOPLE AND THE BOARD ITS RECOMMENDATIONS, AND AS PART OF ITS

RECOMMENDATIONS, THE COMMITTEE PROPOSE AMENDMENTS TO THE CHARTER; AND THAT SECTION 12.70 OBLIGATES THE COUNTY TO SEND THOSE AMENDMENTS TO THE VOTERS DIRECTLY BUT SINCE THE CHARTER IS SILENT ON THE MECHANISM TO DO SO, THAT STATE LAW PREVAILS REGARDING BALLOT TITLES AND EXPLANATORY STATEMENTS DESPITE STATE LAW WHICH GIVES THE COUNTY POWER OVER MATTERS OF COUNTY CONCERN. COMMISSIONER KELLEY ADVISED SHE CONCURS WITH COMMISSIONER HANSEN'S POSITION AND FEELS THE SPIRIT AND INTENT OF THE CHARTER IS TO SEND THE COMMITTEE RECOMMENDATIONS TO THE VOTERS AS IS AND THAT SHOULD BE THE OBLIGATION FOR FUTURE BOARDS AS WELL. AT CHAIR STEIN'S REQUEST, MR. SPONSLER RESPONDED TO COMMISSIONER NAITO'S LEGAL OPINION, ADVISING SHE MADE A DISTINCTION BETWEEN THE COMMITTEE REPORT AND SUBMISSION OF THE AMENDMENTS, AND AS THE CHARTER DOES NOT ADDRESS BALLOT TITLE OR EXPLANATORY STATEMENT, SHE MADE A REASONABLE INTERPRETATION OF THE LAW. MR. SPONSLER ADVISED HE DOES NOT AGREE WITH COMMISSIONER NAITO'S CONCLUSION, AND THAT HIS JOB IS TO ADVOCATE THE COUNTY'S LEGAL POSITION THAT THE HOME RULE CHARTER PREVAILS AND DOES NOT VIOLATE STATE LAW. IN RESPONSE TO A QUESTION OF COMMISSIONER LINN, MR. SPONSLER DISCUSSED BALLOT MEASURE J; THE COMMITTEE'S DISCUSSION CONCERNING WHAT IS CONVEYED BY THE USE OF THE TERM "INSTANT RUN OFF"; CLARIFICATION THAT APPROVAL OF THE MEASURE WOULD GIVE THE COUNTY THE AUTHORITY TO ADOPT AN ORDINANCE ESTABLISHING THE PROCESS FOR AN INSTANT RUN OFF ELECTION; AND THE

COMMITTEE'S RECOMMENDATION THAT THE BOARD APPOINT A COMMITTEE TO STUDY THE FEASIBILITY OF HAVING AN INSTANT RUN OFF ELECTION. IN RESPONSE TO A QUESTION OF CHAIR STEIN, MR. SPONSLER REPORTED THE REMEDY AND PROCESS FOR ANYONE TO CHALLENGE THE LANGUAGE OF A BALLOT MEASURE WOULD BE FOR THEM TO FILE AN APPEAL WITH THE CIRCUIT COURT WITHIN SEVEN BUSINESS DAYS FROM THE DATE THE MEASURES ARE CERTIFIED TO THE ELECTIONS DIRECTOR. MR. SCHOLES ADVISED THE COMPLETE MEASURES AND INFORMATION ON HOW TO CHALLENGE THE LANGUAGE IS PUBLISHED IN THE NEWSPAPER. IN RESPONSE TO QUESTIONS OF COMMISSIONERS NAITO AND LINN, MR. SPONSLER EXPLAINED MEASURE J WOULD ALLOW THE BOARD TO DECIDE ON AN ELECTION RUNOFF PROCESS BY ORDINANCE RATHER THAN CHARTER PROVISION. COMMISSIONER KELLEY DISCUSSED THE NEED TO CONSIDER HISTORIC PERSPECTIVES AND SUGGESTED THAT COUNSEL PREPARE AN OUTLINE OF THE LEGAL ASPECTS AND BOARD CONVERSATION SO THIS DISCUSSION WILL NOT OCCUR WITH FUTURE BOARDS UNLESS THE LAW CHANGES. MR. SPONSLER REPORTED IF MEASURE C PASSES HE WOULD BRING AN ORDINANCE BEFORE THE BOARD FOR FUTURE COMMITTEE RECOMMENDATIONS. CHAIR STEIN COMMENTED THERE MAY NEED TO BE A STATE CHANGE AND THAT IT WAS UNFORTUNATE THE COMMITTEE DID NOT SEE THIS AS A PROBLEM AND RECOMMEND CHANGES TO THE CHARTER. CHAIR STEIN ADVISED SHE APPRECIATES THE ARGUMENTS ON BOTH SIDES, BUT FEELS THAT ORS 203.035, STATING THE "COUNTY MAY BY ORDINANCE EXERCISE AUTHORITY WITHIN THE COUNTY OVER MATTERS OF COUNTY CONCERN", "SHALL BE LIBERALLY CONSTRUED, TO THE

END THAT COUNTIES HAVE ALL POWERS OVER MATTERS OF COUNTY CONCERN THAT IT IS POSSIBLE FOR THEM TO HAVE UNDER THE CONSTITUTIONS AND LAWS OF THE UNITED STATES AND OF THIS STATE”, GIVES THE COUNTY A SCOPE OF AUTHORITY THAT IS CONSIDERED BY THE STATE LEGISLATURE TO BE VERY WIDE, AND THAT ONCE A COMMUNITY DECIDES TO ADOPT A HOME RULE CHARTER THEY ARE DECIDING THEY WILL BE RULED BY THEIR OWN RULES WITHIN STATE LAW. CHAIR STEIN CITED PORTIONS OF ORS 203.720, STATING THAT ELECTORS “MAY ADOPT, AMEND, REVISE OR REPEAL” THE COUNTY CHARTER, AND THAT “THE CHARTER OR LEGISLATION SHALL PROVIDE A METHOD WHEREBY THE ELECTORS OF THE COUNTY, BY MAJORITY VOTE OF THE ELECTORS VOTING AT ANY LEGAL ELECTION, MAY AMEND, REVISE OR REPEAL THE CHARTER”. CHAIR STEIN STATED THAT WE HAVE IN FACT CREATED A METHOD CHOSEN BY THE PEOPLE OF THE COUNTY, WHICH SAYS THAT THE COUNTY CHARTER AND LEGISLATIVE PROVISIONS RELATING TO THE AMENDMENT, REVISION OR REPEAL OF THE CHARTER ARE DEEMED TO BE MATTERS OF COUNTY CONCERN AND SHALL PREVAIL OVER ANY CONFLICTING PROVISIONS “OF THIS HOME RULE SECTION AND OTHER STATE STATUTES UNLESS OTHERWISE SPECIFICALLY PROVIDED BY CONFLICTING STATE STATUTES.” CHAIR STEIN STATED SHE FEELS THAT WHAT WAS CONTEMPLATED WAS A METHOD OF HAVING A CHARTER REVIEW COMMITTEE NOT APPOINTED BY THE BOARD BUT BY LEGISLATORS, WHO CAME UP WITH THE IDEA THAT THE PEOPLE SHOULD HEAR THE RECOMMENDATIONS OF THE CHARTER REVIEW COMMITTEE, AND THAT THE CHARTER SAYS THE COMMITTEE SHALL REPORT TO THE PEOPLE AND THE BOARD OF COUNTY COMMISSIONERS ITS FINDINGS AND

THEN LATER IT SAYS THE AMENDMENTS SHALL BE PROPOSED. CHAIR STEIN ADDED THAT THE COMMITTEE HAS THE RIGHT TO REPORT TO THE PEOPLE, HOWEVER IT HAS NO CONVENIENT MECHANISM TO DO THAT OTHER THAN TO USE THE KIND OF GENERAL VEHICLE THAT THE STATE USES TO EXPLAIN THE MEASURES AND HAVE A METHOD FOR PEOPLE TO CHALLENGE IT, AND THAT IF IT IS CHALLENGED, WHATEVER THE JUDGE SAYS IS FINE WITH HER. CHAIR STEIN NOTED THAT THE FUTURE CHARTER REVIEW COMMITTEE SHOULD DEAL WITH THIS BECAUSE SHE WOULD CERTAINLY NOT WANT ANOTHER BOARD TO GO THROUGH THIS AGAIN. SUBSTITUTE RESOLUTION 98-116 APPROVED, WITH COMMISSIONERS KELLEY, HANSEN, LINN AND STEIN VOTING AYE, AND COMMISSIONER NAITO VOTING NO.

Commissioner Hansen was excused at 10:47 a.m.

DEPARTMENT OF JUVENILE AND ADULT COMMUNITY JUSTICE

R-5 First Reading of an ORDINANCE Amending MCC 17.101, Imposing a Fee for Filing a Motion for Modification of Divorce Decree, and Declaring an Emergency

ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER KELLEY MOVED AND COMMISSIONER LINN SECONDED, APPROVAL OF FIRST READING AND ADOPTION. SHARON JAMES EXPLANATION OF R-5 AND R-6 AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. MS. JAMES TO PROVIDE BOARD WITH ADDITIONAL INFORMATION REGARDING WAIVER OR DEFERRAL OF COURT FEES AND THE FAMILY COURT SERVICES PARENT EDUCATION AND CUSTODY/PARENTING TIME EVALUATION FEES. NO ONE WISHED TO TESTIFY. ORDINANCE 920 UNANIMOUSLY APPROVED.

R-6 RESOLUTION Rescinding Resolution 98-87 and Establishing Fees and Charges for Chapter 17, Juvenile and Adult Community Justice, of the Multnomah County Code

**UPON MOTION OF COMMISSIONER KELLEY,
SECONDED BY COMMISSIONER NAITO,
RESOLUTION 98-117 UNANIMOUSLY APPROVED.**

COMMISSIONER COMMENT

R-7 Opportunity (as Time Allows) for Commissioners to Provide Informational Comments to Board and Public on Non-Agenda Items of Interest. Comments Limited to Three Minutes Per Person.

NO ONE WISHED TO COMMENT.

There being no further business, the meeting was adjourned at 11:00 a.m. and the work session convened at 11:06 a.m.

Thursday, August 18, 1998 - 10:15 AM
Multnomah County Courthouse, Boardroom 602
1021 SW Fourth Avenue, Portland

WORK SESSION

WS-1 Discussion of Process and Issues for 1999 Legislative Session. Presented by Gina Mattioda.

**GINA MATTIODA INTRODUCED SUSAN LEE.
MS. MATTIODA PRESENTATION AND RESPONSE
TO BOARD QUESTIONS, DISCUSSION AND
CONSENSUS REGARDING PROPOSED PROCESS
FOR 1999 LEGISLATIVE SESSION AND
POTENTIAL ITEMS AND CONCEPTS FOR THE
MULTNOMAH COUNTY LEGISLATIVE AGENDA.**

There being no further business, the meeting was adjourned at 11:44 a.m.

OFFICE OF THE BOARD CLERK
FOR MULTNOMAH COUNTY, OREGON

Deborah L. Bogstad

MEETING DATE: AUG 18 1998
AGENDA NO: B-1
ESTIMATED START TIME: 9:30

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: STRATEGIC SPACE PLAN FOR MULTNOMAH COUNTY FACILITIES

BOARD BRIEFING: DATE REQUESTED: AUGUST 18, 1998
REQUESTED BY: JIM EMERSON
AMOUNT OF TIME NEEDED: 1 1/2 HOURS

REGULAR MEETING: DATE REQUESTED: _____
AMOUNT OF TIME NEEDED: _____

DEPARTMENT: DES DIVISION: FACILITIES & PROPERTY MGMT.
CONTACT: JIM EMERSON TELEPHONE #: x 26246
BLDG/ROOM #: 421 / 3RD FL.

PERSON(S) MAKING PRESENTATION: LARRY NICHOLAS, JIM EMERSON, BETSY WILLIAMS,
LINDA BARNES, ED STARKIE, RICK GUSTAFSON
ACTION REQUESTED: _____

INFORMATIONAL ONLY POLICY DIRECTION APPROVAL OTHER

SUGGESTED AGENDA TITLE:

BRIEFING ON COUNTY STRATEGIC SPACE PLAN TO INFORM COMMISSIONERS ABOUT CURRENT ISSUES REGARDING SPACE USE, BUILDING CONDITION, AND COSTS. CONSENSUS WILL BE SOUGHT ON STRATEGIC DIRECTIONS. AN AGENDA OF FIRST-YEAR "NEXT STEPS" WILL BE SUGGESTED.

SIGNATURES REQUIRED:

ELECTED OFFICIAL: _____
(OR)
DEPARTMENT MANAGER: Larry Nicholas

98 AUG 13 AM 8:14
MULTNOMAH COUNTY
OREGON
CLERK OF COUNTY COMMISSIONERS

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any Questions: Call the Board Clerk @ 248-3277



MULTNOMAH COUNTY OREGON

DEPARTMENT OF ENVIRONMENTAL SERVICES
DIVISION OF FACILITIES AND
PROPERTY MANAGEMENT
2505 S.E. 11TH AVENUE
PORTLAND, OREGON 97202
(503) 248-3322

MEMO

To : Chair and Board of County Commissioners

From: Jim Emerson, Construction Manager

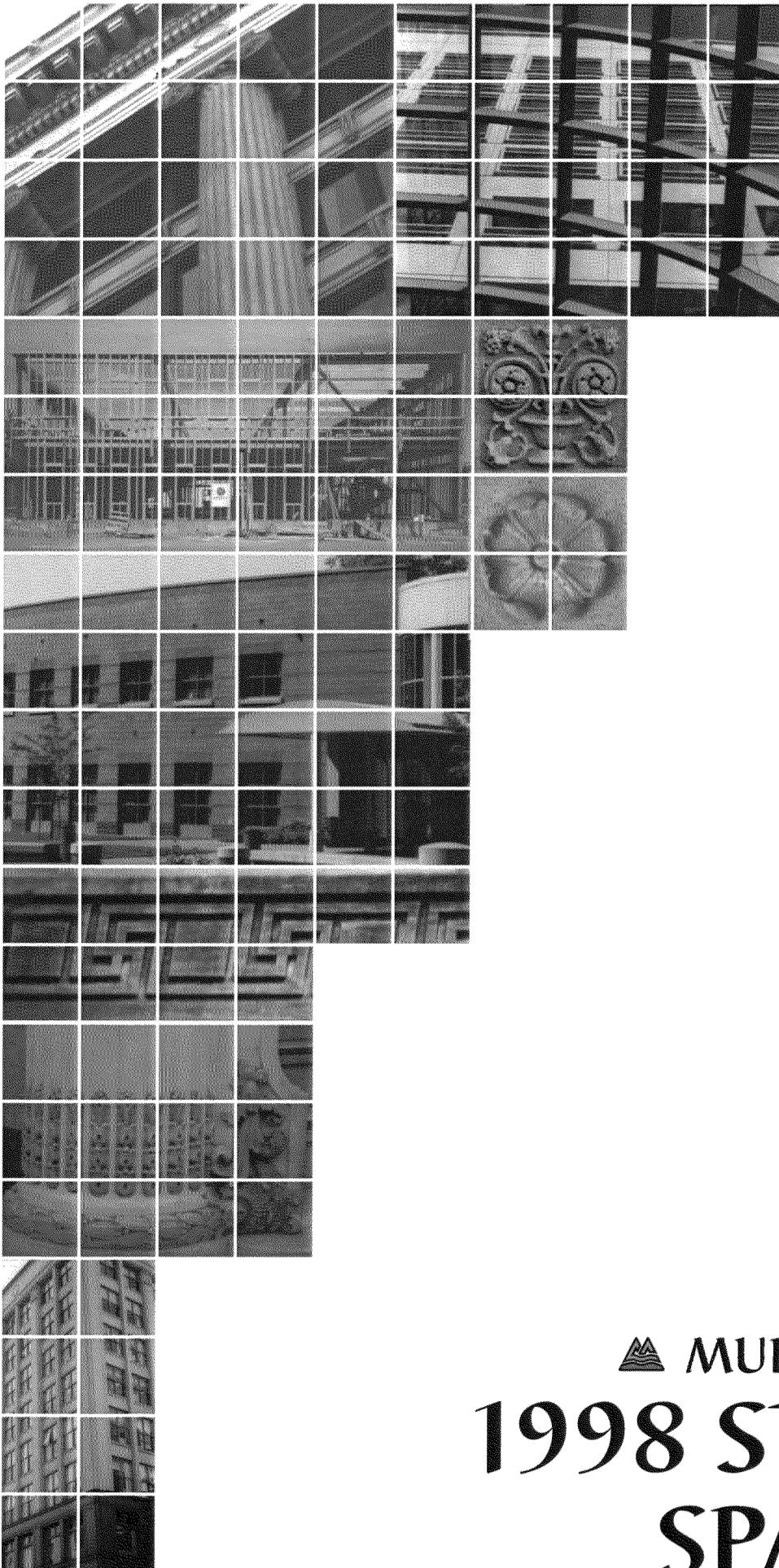
Date: August 12, 1998

RE: Multnomah County Strategic Space Plan

Accompanying this memo is the 1998 Strategic Space Plan, which will be presented to you in a briefing on August 18. We in DES and Facilities hope that you will find it informative about the structures that house the County's many services, and the issues that surround their condition and the County's evolving needs. We have suggested Strategic Directions for dealing with County real estate, as well as an Agenda of activities to meet evident needs.

We look forward to sharing this Plan with you in more detail and receiving your input on how best to proceed. Thank you for your attention.

cc: F. Wayne George
Larry Nicholas



 MULTNOMAH COUNTY
**1998 STRATEGIC
SPACE PLAN**

1998 MULTNOMAH COUNTY STRATEGIC SPACE PLAN

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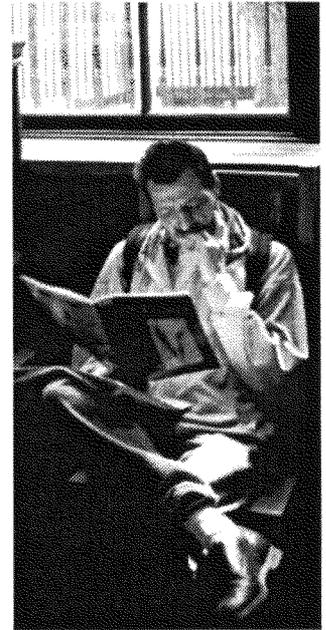
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EXECUTIVE SUMMARY

In 1912, the Multnomah County Courthouse was constructed as the seat of County government. For over 60 years, this historic landmark housed core County functions, in addition to courts. To the local citizenry, the Courthouse was Multnomah County! Since the early 1970s, the face of Multnomah County changed dramatically. Several factors contributed to a more geographically dispersed County government. In addition, growth in the courts forced County functions out of the Courthouse, displacing programs into a myriad of owned and leased spaces, to create the hodge-podge of County facilities that exist today.

Several space plans were developed since the early 1970s. Central questions included how to provide for expanding needs of the courts and the public safety system, as well as the administrative needs of the County. The most recent study was completed in 1995, and the Board of County Commissioners adopted its recommended goals.

The purpose of the 1998 Multnomah County Strategic Space Plan is to update information and make recommendations regarding the County's space and facility needs, based on changes since the adoption of the 1995 Strategic Space Plan. The structure of the report is as follows:

- Introduction** - describes the history of Multnomah County facilities; the project approach, team and scope; and plan flexibility.
- Overview** - provides an overview of Multnomah County, including organizational structure, services provided, description of County facilities, and budget information.
- Issues** - identifies issues that are affecting County facilities. Issues identified in the 1995 report continue to be of concern. In addition, new issues have emerged since 1995 that must be considered to fully address County facility needs.
- How is the County Doing?** - provides an assessment of the County's progress in achieving the facilities goals established in 1995. Significant achievements have been made, but there are still many areas for improvement.
- Strategic Directions** - provides recommendations in three main areas: financial, quality of facilities, and facilities planning. These are summarized below.
- Next Steps** - suggests near-term actions to be taken to implement the strategic directions.

Based on the findings and issues identified in the body of this report, the planning team **recommends that the Board of County Commissioners adopt the following strategic directions** as guidelines against which County facility decisions are evaluated. Future facility acquisitions, whether by construction, purchase, or lease, and dispositions should support the adopted strategies. These strategic directions are intended to be long-term, covering a span of five years or more and are grouped into three categories: financial, quality, and planning.



*"We shape our
buildings:
thereafter they
shape us."
Sir Winston
Churchill*

SUMMARY

ISSUES AFFECTING SPACE

- Increasing Space Pressure
- Community-based Services
- Effects of Measures 47/50
- Metro's 2040 Growth Plan
- Facility Siting Difficulties
- Real Estate Market Conditions

Recommended Strategic Directions

Financial

1. **Manage the County's asset portfolio to maintain or create value.** Deterioration of many County facilities has created a situation in which they have become financial liabilities. Investments to preserve or increase facility value ensures a future return to the County, either to replace obsolete facilities and/or provide a return to the General Fund.
2. **Locate long-term County programs in owned, not leased, space.** Leasing of space for long-term, permanent programs should only be contemplated as an interim step toward locating those programs in County-owned space.
3. **Pursue innovative arrangements for financing approaches.** Although traditional financing methods may still be appropriate in most cases, other strategies, such as development offerings and public partnerships, may enhance the County's ability to fund capital needs.

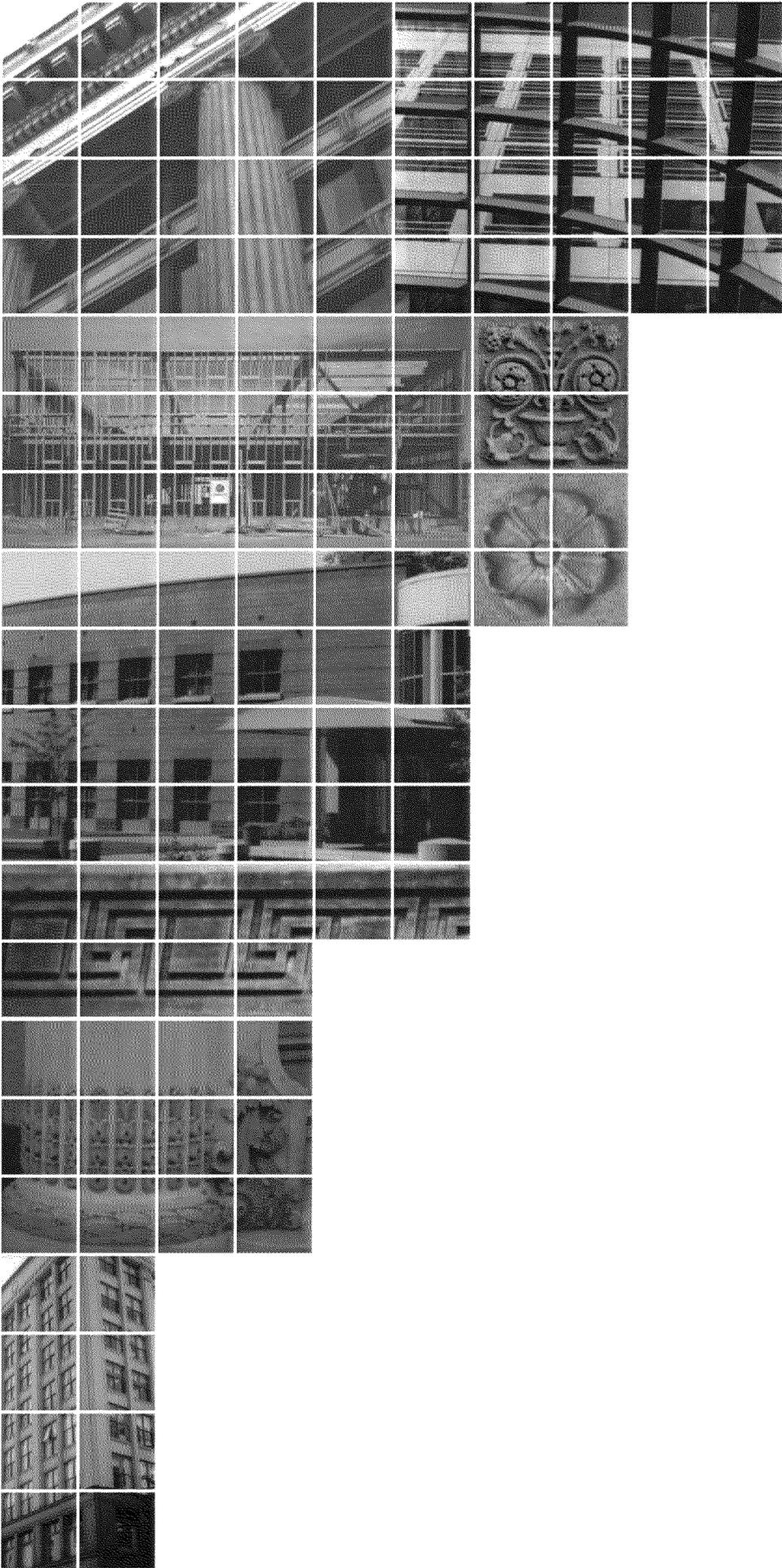
Quality

4. **Adopt standards for minimum acceptable space and quality levels.** Lack of facility standards has inhibited achievement of facility goals. Standards are recommended for occupancy, space, and furniture.
5. **Provide well-located, accessible, safe and efficient facilities.** A 1995 wayfinding audit identified several public access issues which must be addressed to provide quality customer service and promote visibility of Multnomah County in the community. Achievement of this strategic direction can also enhance employee productivity.
6. **Incorporate environmentally sensitive and energy efficient systems into County facilities.** To support this strategy, formalized environmental and energy standards are recommended.
7. **Respond to technological innovations.** Seek instances where electronics can substitute for space.

Planning

8. **Accommodate current space needs to reduce overcrowding, and meet future space needs.** The development of service delivery plans by the departments is recommended to ensure consistency with the strategic directions.
9. **Support Metro's 2040 Plan.** Multnomah County can support the 2040 Plan in siting and developing facilities by encouraging mixed-use development, parking reduction, and efficient land use.
10. **Co-locate appropriate County services.** This strategic direction is intended to maximize efficiencies, minimize costs, and provide accessible services to the community.

To promote a systematic approach and consistent effort to achieve these strategic directions, annual work plans are recommended to identify specific tasks, roles and responsibilities to be achieved in that year. The First Year Agenda is provided in this Strategic Space Plan binder.



INTRODUCTION

History

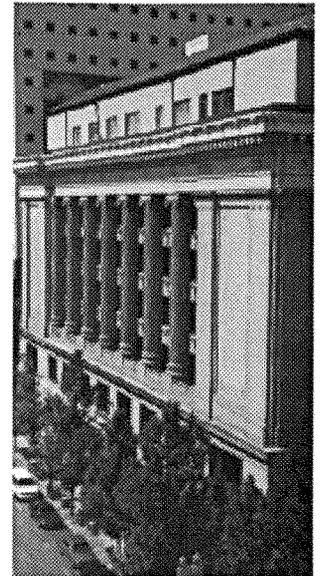
In 1912, the Multnomah County Courthouse was constructed as the seat of County government. For over sixty years, this historic landmark housed all County administrative and core functions, in addition to courts. In the eyes of the local citizenry, the Courthouse was Multnomah County! This was the place one went to pay their tax bill, obtain a marriage license, apply for a job with the County, watch the Board of Commissioners in action, go to court, obtain budget information ... in short, this was the place one conducted business with Multnomah County.

Since the early 1970s, the face of Multnomah County changed dramatically. Population growth and other demographic changes in the metropolitan area, realignment of services with other local jurisdictions, the development of mass transit, and the adoption of a decentralized approach to direct services in the community are a few of the factors that contributed to a more geographically dispersed County government. In addition, expanding court needs have forced County functions out of the Courthouse, displacing programs into a myriad of owned and leased spaces, to create the hodge-podge of County facilities that exist today. In 1991, the Board of Commissioners themselves were forced to leave the Courthouse, to accommodate the need for additional court space; and, since that time, Multnomah County has been a government without a clearly identified headquarters.

Several space plans were developed for Multnomah County since the early 1970s. Central questions addressed in these various plans included how to provide for the growing space needs of the courts and the public safety system in general, and the administrative space needs of the County. The most recent of these studies was completed in 1995 through a joint effort between the County's Facilities Client Committee (a group of key department managers and elected officials) and SERA Architects.

Purpose and Approach

The purpose of this report is to update information and make recommendations regarding Multnomah County space and facility needs, based on changes since the adoption of the Strategic Space Plan in 1995.

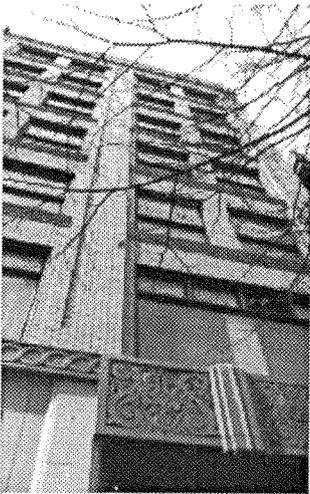


Multnomah County
Courthouse
Constructed 1912

*"We believe in
continuous
improvement, so
we are constantly
challenging
ourselves to learn
better ways of
serving the public."*

—Beverly Stein, Multnomah
County Chair

INTRODUCTION



Mead Building
Constructed 1912



Adopted Goals and Objectives

In August, 1995, the Board of Commissioners approved Resolution 95-174, in which they adopted the following goals and objectives, recommended by the 1995 plan, as guiding principles for future County decisions for the management, acquisition, lease, and disposal of County buildings, properties and facilities:

- Improve critical County facilities to a 40-year useful life to improve functionality of buildings and preserve assets.
- Accommodate current space needs to reduce current overcrowding.
- Meet future space needs by acquiring additional facilities to accommodate projected growth.
- Consolidate functions to achieve operational efficiencies and savings.
- Provide well-located, safe and efficient facilities to provide quality customer service and increase employee productivity.
- Incorporate environmentally sensitive and energy efficient systems into County facilities.
- Respond to technological innovations and incorporate technological rather than spatial solutions when appropriate.
- Pursue innovative arrangements for financing approaches including, but not limited to, public/private partnerships; ground lease of County properties in high value areas; leaseback and lease-purchase options, land swaps, and intergovernmental cooperation.

The goals and objectives approved by the Board of Commissioners were intended to reflect the underlying values identified in the 1995 planning process.

Values

- Community Involvement
- Public Accountability
- Flexibility
- Customer Service
- Caring for Employees
- Partnerships
- Attention to Benchmarks
- Environmental Protection and Enhancement

Project Approach

In the development of the 1998 report, Multnomah County facilities were evaluated against these adopted goals to assess progress made since 1995 and determine appropriate future actions toward achieving the goals. The evaluation approach included the following:

- Interviews with key County officials and managers.
- Updating future staff and space needs projections.
- Updating current condition assessments of County facilities.
- Identifying program adjacency requirements.
- Focused evaluation of several key County buildings.
- Recommending new and/or revised goals.
- Work session with County stakeholders.

Project Team

This plan update was developed by a team effort, including internal staff and external consultants. The project manager of the team was organizational consultant Betsy Williams, also former director of Environmental Services for Multnomah County. Other team members included:

Facilities and Property Management Staff:

Jim Emerson
Stephen Shatter
Len Sobo
Jon Schrotzberger

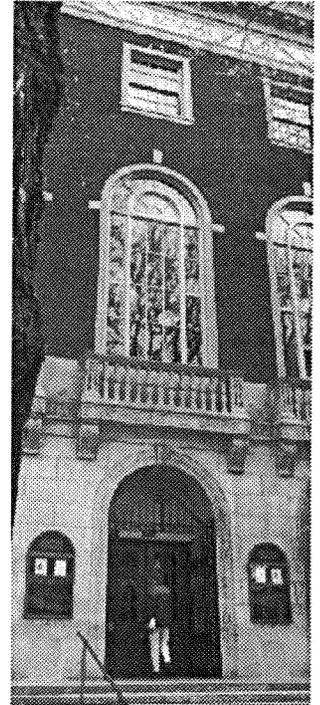
External consultants on the team were:

Linda Barnes, Architect
Robertson, Merryman, Barnes Architects, Inc.
Rick Gustafson, Development Consultant
Shiels Oblatz & Johnson
Jim Jerde, Construction Cost Estimator
Architectural Cost Consultants
Ed Starkie, Real Estate Economist
Leland Consulting Group

Project Scope

This report is not a comprehensive evaluation of all of Multnomah County's facility needs. Specifically, it does not address current jail or library facilities. Although the Facilities and Property Management division is actively involved in these various efforts, the affected departments provide strategic direction and funding development for these facilities. Instead, this report focuses primarily on administrative and general use facilities, facilities that house staff from two or more departments, and Courts space.

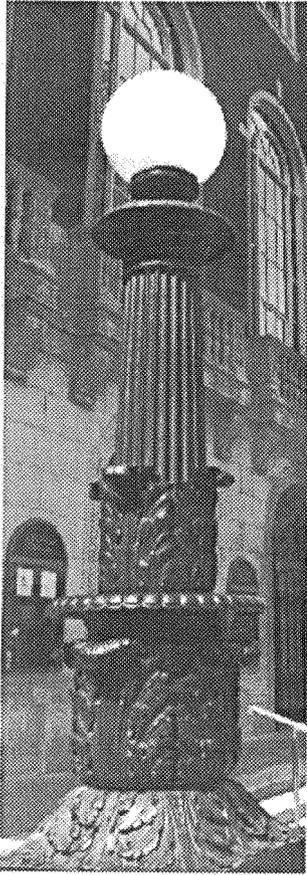
INTRODUCTION



Central Library
Constructed 1913



Interior, Central Library



Central Library
Constructed 1913

Flexibility of Plan

Given the dynamic political, economic, and social environment in which Multnomah County operates, long-term facilities planning is difficult at best. Although strategic goals and objectives are important to ensure long-range thinking about the County's significant investment in buildings, it is equally important that the County position itself to act on opportunities as they are presented. It is the intention of this report to provide viable alternatives to County space needs in a way that constructively facilitates decision-making by County officials in a changeable and volatile real estate market and in the context of changing programs and program needs.

The time horizon of this plan is long-term, five years or more. To keep the plan current and maintain flexibility in a changing environment, however, it is recommended that annual work plans be developed to identify specific actions toward the strategic direction.

Other Space-Related Documents

In addition to the 1995 Strategic Space Plan, there are several key space-related documents which provide guidance in the management, development and maintenance of County facilities. These include the following:

- Five-year Capital Improvement Plan, which documents new construction; expansion, renovation, and major deferred maintenance of existing facilities; implementation of ADA requirements; removal of underground storage tanks; major structural studies; and ongoing countywide programs such as Percent for Art for a five-year period, including funding sources.
- Facilities Siting Public Involvement Manual, which is a guide for County officials to develop a public involvement plan for County projects which involve the siting of facilities for County programs.
- Seismic studies that have been conducted on key County facilities.
- Facility-specific studies.

Given the complexity of the County's facilities portfolio, it is important to consider all relevant data and information in decision-making.

OVERVIEW

An Overview of Multnomah County

Multnomah County was incorporated in 1854, created from parts of Clackamas and Washington Counties as they existed at that time. Multnomah is the smallest county in the state (470 square miles) but is the most populous. As of 1994, approximately 620,000 people from a broad spectrum of social, economic, cultural, political, educational and professional backgrounds live and work within its boundaries – and steady growth continues.

Multnomah County is governed by a Board of County Commissioners (BCC), who have legislative and budget authority for all County functions. The Chair of the Board also serves as the County's Chief Executive Officer and is charged with administrative management of those functions under the Chair's direction. There are currently seven departments that report to the Chair:

- Aging & Disability Services (ADS)
- Community & Family Services (CFS),
- Environmental Services (DES)
- Health (HD)
- Juvenile & Adult Community Justice (JACJ)
- Libraries (DLS)
- Support Services (DSS)

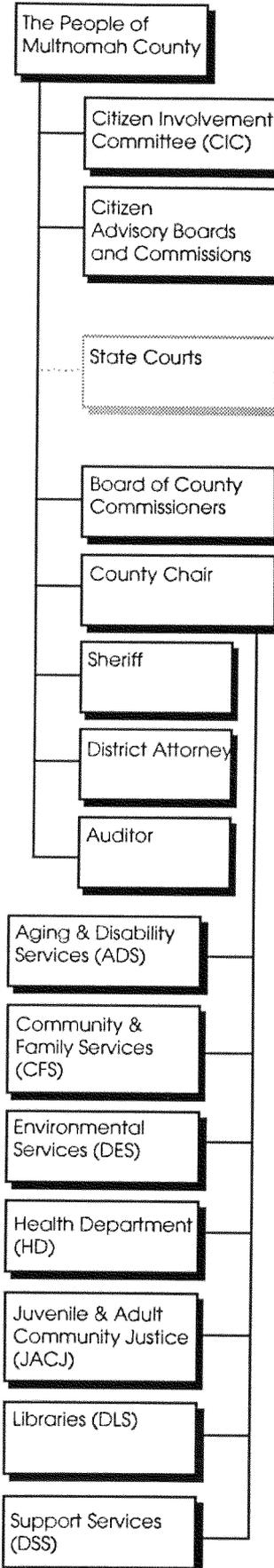
Other elected officials are the Sheriff, the District Attorney, and the Auditor. These individuals have independent administrative management over the operations of their functional areas. Although the State of Oregon operates the courts system, state law requires that Multnomah County provide facilities to the courts.

Multnomah County provides a broad scope of services to a wide variety of "customers". The following is a brief list of County functions. It is not meant to be inclusive, but rather to illustrate the complex array of operational issues the County faces:

- Maintain roads and bridges.
- Prosecute crimes.
- Arrange for long-term care of the elderly.
- Provide mental health services.
- House and feed inmates.
- Provide access to library materials and resources.
- Conduct elections.
- Supervise offenders.
- Quarantine biting dogs.
- Conduct immunization clinics.

Multnomah County employs over 4,000 people to provide these services, with a 1998 operating budget of \$690 million

Organization of Multnomah County



OVERVIEW



McCoy Building
Constructed 1923

Multnomah County functions are housed in over 70 buildings located throughout the County. These buildings reflect the diversity of services provided by the County: jails, libraries, health clinics, a juvenile justice complex, an animal shelter, a morgue, road shops, and office buildings, to mention a few. In addition, there are at least 180 other locations where services are provided by non-profit organizations under contract with Multnomah County. Some County services, such as Elections, are located at a single location. Other services such as social and health services and libraries are provided at multiple sites throughout the community, to make them more accessible to County customers.

Multnomah County has over two million square feet of owned and leased space. Facilities & Property Management (F&PM), a division of DES, provides 24-hour service, seven days a week to the County's many diverse programs, many of which operate from aging facilities, with limited resources. F&PM is responsible for facilities operations and maintenance, property management, capital improvement projects, and space planning. The division provides a variety of custodial, maintenance, and construction services; manages the purchase, sale and leasing of buildings, parking lots and other County land holdings; and monitors and pays County utility charges.

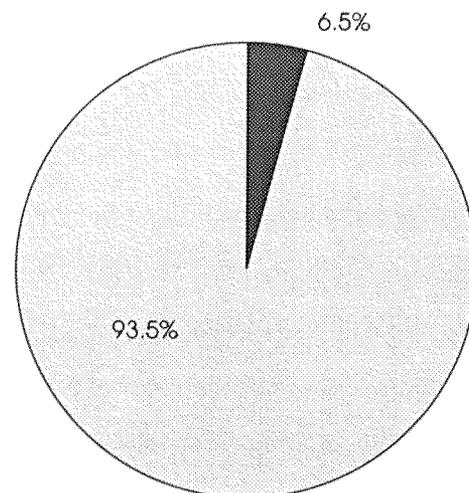
F&PM's 1998 budget is \$45 million, excluding Bond Funds. This is 6.5% of the County operating budget.

Mission

The Facilities & Property Management Services Division proactively and aggressively plans, maintains, operates, and manages all County owned and leased properties in a safe, accessible, and cost effective manner.

1998-99 COUNTY BUDGET

Total Multnomah County Operating Budget
(without Capital, BIT) - \$690,896,000



Other Agencies
Facilities Management

ISSUES

Issues Identified in 1995 Continue to be of Concern

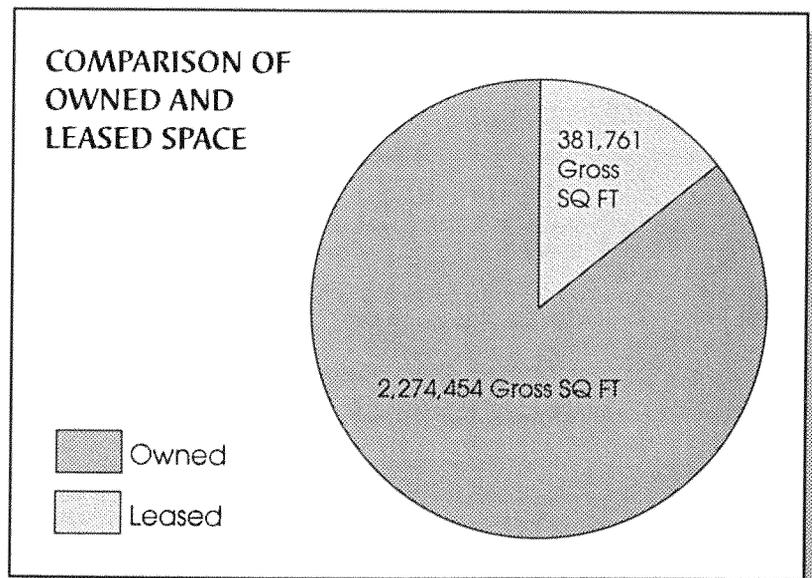
The 1995 Strategic Space Plan identified several key issues affecting the County's future facility needs. Most of these issues continue to be of concern to Multnomah County and are worth repeating here:

1. **Growing demands on the public safety system**, resulting in overcrowding in existing detention and booking facilities, lack of program alternatives within the system, inefficient systems, and obsolescent facilities, such as the Multnomah County Corrections Facility (MCCF) and the Courthouse.
2. **Growing demands on health and social service system**, resulting in additional facility requirements, particularly for community-based services.
3. **Physically fragmented County support services** that hamper efficient service delivery both to internal County customers, as well as the public at large.
4. **Substandard working environment** in many County buildings, which is not conducive to employee satisfaction or productivity.
5. **Rapid deterioration of County facilities**, causing both a decrease in the value of County assets as well as increased liability due to associated risks.
6. **Seismic requirements**, which will necessitate major – and expensive – seismic retrofitting in many County buildings.
7. **Federal, State and local mandates**, such as removal of Underground Storage Tanks and the American with Disabilities Act, which also require costly modifications to County facilities.
8. **Overdependence on leases to meet growth needs**, a costly approach with no residual value to the County.
9. **County presence** in the community, confused by a myriad of facilities without common identity.

What's Changed Since 1995? ...

"The County presence in the community is confused by its myriad of facilities. There seems to be a lack of understanding among the general population as to what services the County actually provides and where these services can be attained. The County does not have a true address."

— Multnomah County
Strategic Space Plan - 1995



New Issues Identified

Other issues identified since 1995 must be considered to adequately address the County's future facility needs. These include the following:

1. Increasing Space Pressure

Projected program and staff growth continues to escalate, and some departments have already surpassed the five-year growth projections from 1995. Current projections predict the need for an additional **1,231,931 square feet by the year 2008**. Although the bulk of this additional space need is in the Sheriff's Department and Courts, continued pressure is also anticipated in the social and health functions.

DEPARTMENT PROJECTED GROWTH ESTIMATES BY 2008						
DEPARTMENT*	EXISTING NET CHARGEABLE SPACE			% SPACE GROWTH	PROJECTED GROWTH IN SQUARE FEET	NEW PROJECTED SPACE TOTAL
	OWNED	LEASED	TOTAL			
ADS	42,784	107,897	150,681	25%	37,670	188,351
BCC	907	13,304	14,211	5%	711	14,922
CFS	20,653	69,692	90,345	50%	45,173	135,518
DA	56,936	7,417	64,353	20%	12,871	77,224
DES	255,299	29,705	285,004	5%	14,250	299,254
DLS	266,634	3,200	269,834	8%	21,587	291,421
HD	157,057	28,069	185,126	30%	55,538	240,664
JACJ	151,231	65,949	217,180	25%	54,295	271,475
MCSO	507,792	24,111	531,903	150%	797,855	1,329,758
SS	60,137	20,430	80,567	10%	8,057	88,624
Courts	210,344	5,362	215,706	85%	183,350	399,056
Non-County	11,513	0	11,513	5%	576	12,089
TOTAL	1,741,287	375,136	2,116,423		1,231,931	3,348,354
Bill Direct Space	42,092	0	42,092	*See page 7. Organizations of Multnomah County for full department names.		
GRAND TOTAL	1,783,379	375,136	2,158,515			

04/22/98

2. Community-based Services

Community-based direct services is an ongoing goal of the County, and several departments are expanding their efforts in this area. For example, Community and Family Services is exploring the concept of "community building". The District Attorney's Office is beginning to implement community courts. Other County departments continue to pursue locations for their programs which increase public accessibility, particularly in east Multnomah County, in which demographic trends indicate the need for expansion of County services.

3. Financing Issues

The passage of **Measures 47/50** is a significant change that has occurred since the last plan was developed. This tax limitation measure complicates funding for buildings by Multnomah County for several reasons:

- Measures 47/50 pose further restrictions on the use of general obligation (GO) bonds by public agencies. In particular, bonds can no longer be used for major deferred maintenance (which was funded in the last major school and parks bonds) or for technology (which was funded in the last major school and library bonds).
- The "50% rule", which requires a 50% voter turnout for voter approval of financial measures, may make it increasingly difficult to pass such measures.
- The passage of Measure 47 may reflect current negative public sentiment toward government. Many feel that the public will be unsympathetic with government's facility problems.

4. Adoption of 2040 Growth Concept by Metro

The Region 2040 growth concept is a 50-year vision of how this region will look from now until the year 2040. This concept has been developed over the past several years as part of Metro's Region 2040 planning program and was adopted by the Metro Council in December 1994.

The growth concept envisions a more compact urban form, in particular along major transportation corridors and in areas of new development. The purpose of the growth concept is to protect the region from adverse impacts from a rapidly growing population, especially sprawl and reduced livability, without significantly increasing the Urban Growth Boundary.

Local governments, cities, counties, and others will play a crucial role in the successful implementation of the 2040 growth concept.

5. Facility Siting Difficulties

Satisfying community concerns, while meeting technical and budget requirements, has long been an issue public agencies face when trying to site programs near neighborhoods ... jails, animal shelters, sewage treatment plants have been prime examples. Although some County services, such as libraries and health, are usually welcome into neighborhoods and relatively easy to site, many County programs are not so welcome. Some citizens may view programs such as community corrections or drug and alcohol treatment as a potential threat to their safety and tranquillity.

Historical Funding of Facilities

March 1998

Departmental Appropriations

- Certificates of Participation (HD, ADS, JACJ, DES)
- Leases (Commonwealth Building, Tabor Square, etc.)

Voter Approved Funding

- General Obligation Bonds (Central, Midland, Library Branch Renovations, MCIJ III)
- County Tax Levy (MCIJ, MCIJ II)

Combined CIP & Departmental Appropriations

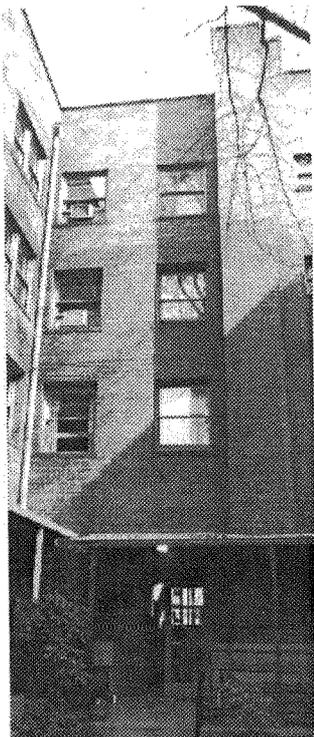
- CIP Fund Annual Appropriation for Elections, Kelly Building (With City of Portland), North Portland Library for Seismic/ADA

One Time Only Special Funding

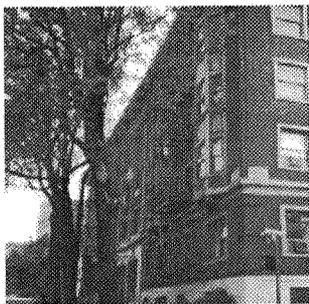
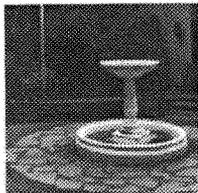
- Federal Highway Funds (Justice Center, Yeon)
- Forfeiture Dollars (DA)
- State Funds (MCIJ III)



Detail from Central Library



Restitution Center
Constructed 1923



As mentioned above, a bond measure was passed in 1996 to fund a new jail and alternative corrections programs in Multnomah County; but siting these facilities has proved to be challenging despite the new Facilities Siting Public Involvement Policy. The County is committed to working with the community to resolve siting issues and recognizes that budget and schedule are often affected. Multnomah County has also experienced the impact of diminishing available real estate in the community and the effects of market competition. In the case of the jail siting process, for instance, one of the best alternative locations is also targeted as prime property for commercial development. Potential adverse impacts on wildlife, wetlands, and other environmental concerns also frequently constrain siting of facilities.

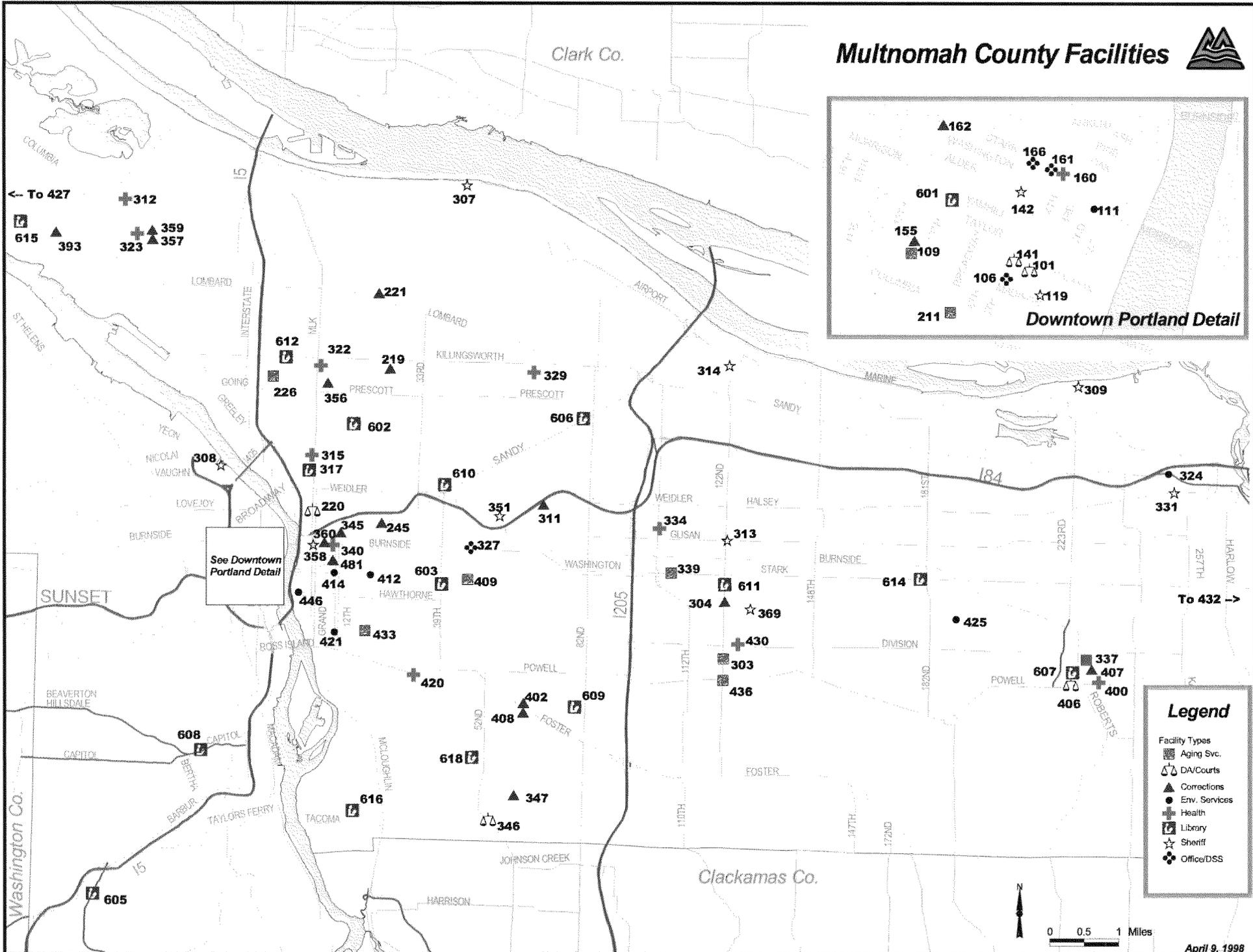
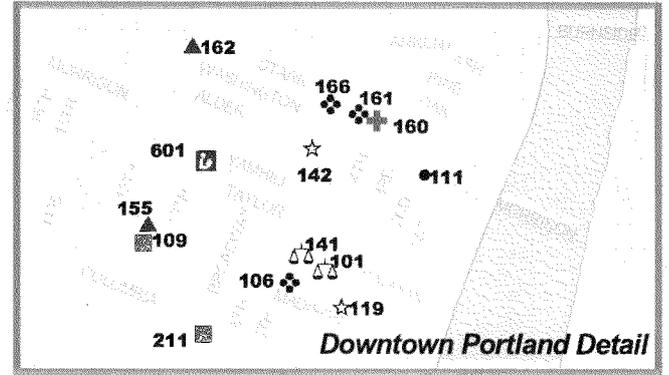
6. Market Conditions

Real estate market conditions significantly affect the cost and use of County space. To obtain additional space, Multnomah County must compete with others seeking the same type of space and is affected by local market trends. For example, when the County leases, the cost is determined by local demand. When the County builds, the local level of construction activity determines construction pricing – and the market for space drives construction. Thus, when making facility decisions, the County must consider the market carefully to understand the true costs inherent in building and leasing space.

The real estate market operates at three levels; national, regional, and site-specific, and it is necessary for the County to consider all three levels when evaluating real estate options, to ensure the best long-term decision.

Site-specific issues are of particular concern. Proximity of transit adds value, while adjoining land uses may raise or lower value. Viewing these concerns in light of regional and national market trends may, however, alter decisions that might be made if considered only from a local perspective. For instance, if regional trends indicate continued economic vitality, and a site is on the edge of a revitalizing area, investing in that site may yield a future benefit not immediately evident at the time of investment. In fact, by anticipating market change, the County may act as one of the precipitators of that change, which argues for County investment in existing facilities, such as the Ford Building.

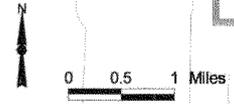
Multnomah County Facilities



Legend

Facility Types

- Aging Svc.
- DV/Courts
- Corrections
- Env. Services
- Health
- Library
- Sheriff
- Office/DSS



April 9, 1998

Map

HOW IS THE COUNTY DOING?

Progress

Significant progress has been made since 1995 in achieving the adopted facilities goals and objectives.

Funding approved

Bond and other tax measures were approved by Multnomah County voters in 1996 to build additional jails and community correction facilities, as well as libraries.

Projects completed

Several major capital construction and/or renovation projects completed:

- The new **Juvenile Justice complex** was completed in 1995.
- Construction of the **Midland Library** was completed in 1996. Complete renovation, including seismic retrofitting, of the **Elections Building** and the **Kelly Building** was also completed in 1996.
- 1997 marked the grand re-opening of the newly renovated **Central Library**. In addition, a four-phase remodeling of the 8th floor of the **Courthouse** was completed for the District Attorney's Office; and comprehensive remodeling was done to the **McCoy Building** and **Walnut Park South**.
- Construction is currently underway for an addition to the **Yeon Building**, to accommodate space pressures and relocate Land Use Planning and other DES programs from the Morrison Building. This move will enable the disposition of the **Morrison Building**, one of the recommendations in the 1995 Strategic Space Plan.

Management tools implemented

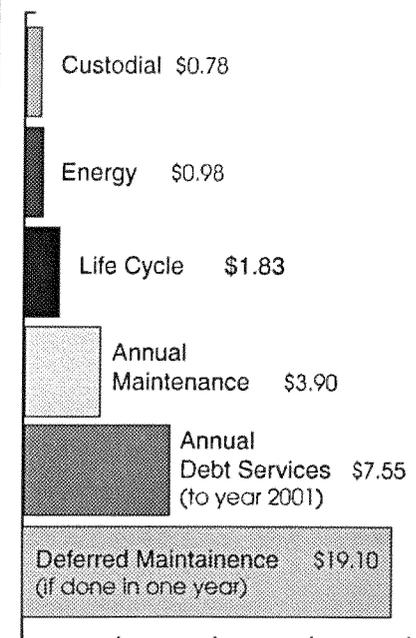
More effective facilities management tools have been implemented. The Capital Improvements Project prioritization process was improved by providing additional selection criteria to identify which capital maintenance projects will be completed first.

Life cycle cost projections are being developed for all County-owned facilities to adequately predict the replacement schedule of and provide funding for key building components and systems. Funding for the equipment replacement will be accrued in an Asset Preservation Fund which is starting in FY98/99.

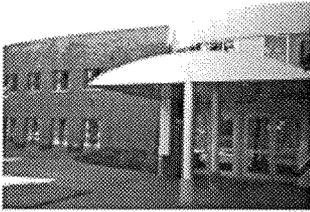


Midland Regional Library
Constructed 1996

S.E. PROBATION Life Cycle Cost Projections (\$/SQ-FT)



PROGRESS



Juvenile Justice Complex
Constructed 1995

Facilities recently completed a benchmarking study which compares and shares best industry practices with 19 other private and public agencies. The division will be adopting best industry practices where possible and will continue the partnerships established through this study.

Public involvement policy

In November, 1995, the Board of Commissioners adopted Resolution 95-245, which declares citizen involvement to be a high priority to the County and identifies nine principles to guide relations with citizens. The Facilities Siting Public Involvement Manual evolved from this resolution. This manual is a citizen outreach guide for County projects which involve the siting of facilities and provides strategies for County managers to develop a public involvement plan as an integral part of the work program for facilities siting projects.

The policy requires that these public involvement plans be consistent with the following principles:

- Early sharing of information;
- Inviting public participation in critical decisions;
- Being flexible;
- Keeping those who will be impacted fully informed;
- Incorporating community values; and
- Engaging advice of community members throughout the project.

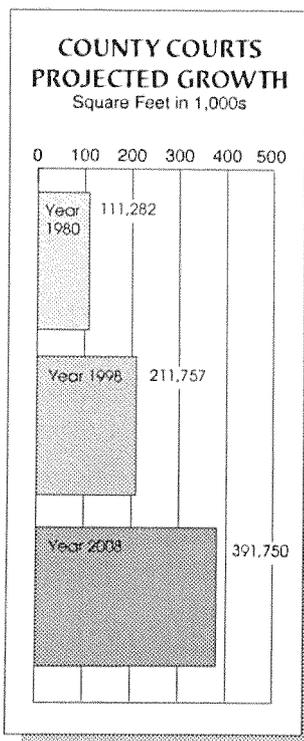
Since adoption of this policy in March 1997, several facilities siting public involvement processes have occurred, including one for the new jail, one in east Multnomah County for the siting of criminal justice and social service facilities, and for two new branch libraries.

Evaluation of courts continues

Evaluation of alternatives to meet needs of Courts continues. Pursuant to the 1995 Strategic Space Plan, the Multnomah County Courts Task Force was created by the Board of County Commissioners to examine the concept of constructing a new courts/criminal justice facility, one of the major recommendations of the 1995 plan.

The Task Force was co-chaired by County Chair Beverly Stein and former Multnomah County Presiding Judge Donald Londer. Representation on the Task Force was broad based and included key County officials in the criminal justice system, including the District Attorney, the Sheriff, the Director of Community Corrections, and other judges. Also included were representatives from the local business community, Portland Bar Association, Crime Commission, the Central Citizen Budget Advisory Committee, and a member of the public-at-large.

The purpose of this group was to “develop an optimal solution to the space needs of the courts system”. Issues the Task Force were asked to consider included long-term courts facility needs; courts operational



issues and potential uses of technological innovations to achieve maximum efficiency in space utilization; interrelationships between the courts and other ancillary criminal justice functions; feasibility of an integrated criminal justice facility; funding strategies; siting; and future use of the historic Multnomah County Courthouse.

The final report of the Task Force was issued in January, 1996. Based upon their findings, the final recommendations were as follows:

- **Construct a new facility** to house circuit and district court's criminal, Family Court, and civil functions.
- **Site the new facility downtown** adjacent to the Justice Center to enable secure transfer of prisoners from the Justice Center to the courts.
- Include funding in the May, 1996 **General Obligation Bond** measure for land acquisition and a detailed program analysis of the functions to be housed there, to determine the most cost effective facility design.
- Conduct a **system-wide operational audit** to identify potential areas for re-engineering of state and county administrative functions which support the judicial operations.
- Ask the Legislature to **amend ORS.165** and contribute to the cost of a new court facility.

Funds were not included for this purpose in the successful 1996 bond measure to fund a new jail and other community correction facilities. However, other developments have occurred. The County has investigated and rejected the possibility of leasing the federal government's vacant Gus Solomon Courthouse as an interim solution to meet expansion needs of the courts and co-locate related functions. Other lease opportunities are currently being investigated. In addition, Commissioner Gary Hansen is working with the Association of Oregon Counties to explore the feasibility of future State funding of court facilities.

Strategic Plan for Information Technology

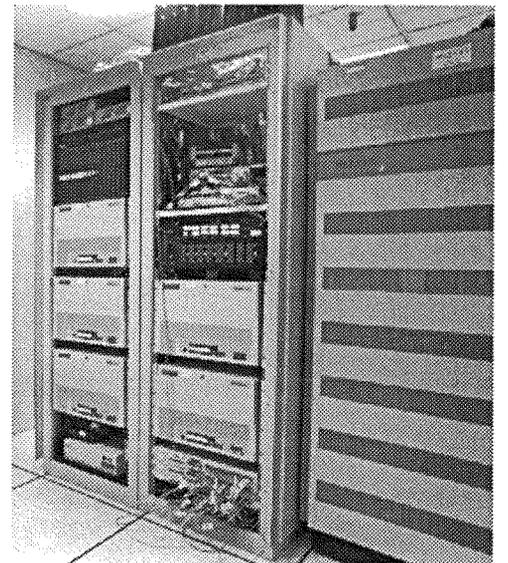
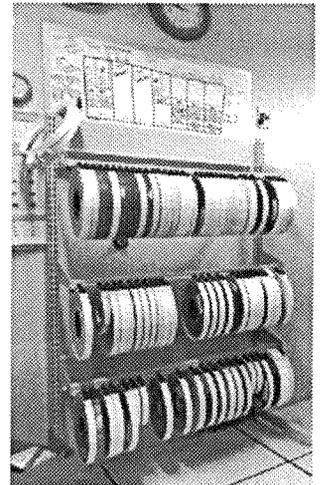
In March 1996 the Board of County Commissioners adopted the Multnomah County Strategic Plan for Information Technology, to provide strategic direction for the County's management, acquisition and use of information technology (IT). This comprehensive plan provides for a variety of technological approaches that can potentially help minimize need for additional space in some areas. For example, expansion of electronic conferencing and e-mail can reduce the need for the time, travel, and space that face-to-face meetings require. Implementation of electronic public information and access technologies, such as use of the Internet and kiosks, can minimize the need for additional public service locations.

... But, there is much left to do

PROGRESS

"... information technology enables our employees, our public and private partners and the community to interact and use information when, where and how they need it."

—Vision Statement from Strategic Plan for Information Technology



PROGRESS

"We have to be aware of the cost of doing nothing."

—Oregon Department of Transportation Representative

Areas for Improvement

Co-location of services

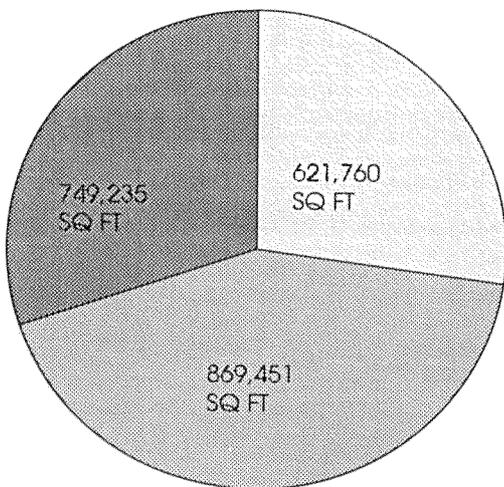
The 1995 Strategic Space Plan cited the lack of an established County identity as an issue to be addressed, due in part to the fact that the County does not have a "true address", i.e., a central headquarters. The 1995's proposed solution to this issue was the renovation of the historic Multnomah County Courthouse as the central administrative building for the County, after construction of the proposed new criminal justice facility.

Interviews of key stakeholders in the development of this report revealed mixed feelings about the importance of a central County building to achieve the County's mission in the community. Some continue to feel that a centralized facility is important to create a strong County presence; others feel that pursuit of such a facility may detract from providing vital services to the community. Until organizational consensus is achieved on this issue, it will be difficult to secure the funding and public support required for a major County administrative center.

Although program services are increasingly moving into the community, many of those interviewed still feel Countywide centralized support functions should be co-located. Reasons cited for co-location include:

- Enhanced communication.
- Cost savings in such areas as reduced facilities, fewer network administrators, and reduced travel time.
- More flexibility in the use of staff resources, for example the ability to cross-train staff to backfill during absences.
- Team building and an increased sense of "County" identity.

BUILDING CONDITION RANKING



- Acceptable Space
- Some Improvement Needed
- Major Improvement Required

Does not include OSU Extension Service, Inverness Annex, Hansen Refueling, Sheriff's Warehouse, Vacant Road Shop, Springdale Road Shop and Skyline Road Shop.

Deterioration of facilities

The rapid deterioration of many County-owned facilities continues, due to inadequate funding for deferred maintenance. The condition of several County-owned buildings is so poor that those facilities have become a liability, rather than an asset, in the County's capital portfolio. For the purposes of this report, building condition assessments were updated; and County-owned buildings were ranked in order of their condition. The results are shown in the adjacent chart.

Court needs

Time continues to exacerbate the County's difficulty to meet the expanding space requirements of the courts. The Multnomah County Courthouse ranks among the worst of the County's buildings in the updated building condition assessment. In addition, courts are one of the greatest growth areas in the future space needs projections.

Lack of standards

Multnomah County currently lacks standards in such areas as "occupancy" (i.e., heating, ventilation, air-conditioning, accessibility, maintenance levels, etc.); space per occupant; furniture; environmental; and energy. All of these areas profoundly impact the economics of County space, as well as achievement of several of the adopted facility goals and objectives. Meeting the goals to provide well-located, safe and efficient facilities and to incorporate environmentally sensitive and energy efficient systems is hampered by the lack of such standards.

Public access issues

An audit, "County Services – Help citizens find their way", conducted by County Auditor Gary Blackmer in April of 1995 revealed several serious issues regarding access to County services. In the course of this "wayfinding" audit, the auditors surveyed 25 County buildings and found access problems in most of them.

Several of the audit findings are relevant to facilities and space planning. In particular, the audit found that signage and other wayfinding cues were inadequate at many County facilities. Examples were cited in which County buildings are not easily identified from the street due to missing, obscured, or inadequate exterior signs. Parking lot entrances, exits and restrictions were not always clearly identified, nor in several cases were main entrances to buildings clearly marked. Although the County has made good headway in complying with ADA building modification requirements, wayfinding cues for citizens for disabilities were inadequate in some cases, making it difficult for them to find the accessible entrance to a County building or find their intended destination inside.

Interior building signs and building directories also needs improvement, particularly in buildings with multiple programs or non-County occupants. Once inside some County buildings, inconsistent and/or inadequate signage sometimes makes it difficult for citizens to find the program they are looking for.

**COURTHOUSE
CONDITION ASSESSMENT**

FACILITY 101
1021 SW 4TH AVE

Location ○
Excellent

Building Shell ⊕
Needs expensive maintenance.

Building Interior ⊕
Varies. Many spaces are poorly arranged and dingy.

Seismic Condition ●
Requires attention. Study completed 91.

Mechanical System ●
Needs major new control system. No outside air. 8th Floor has new mechanical system & controls. New chillers.

Electrical System ●
8th Floor has new electrical system.

Operating Cost ⊕
Air distribution system and controls need updating.

Comments
National Historic Landmark. Age of building makes any improvements expensive.

MATRIX KEY

○ GOOD ⊕ SATISFACTORY ⊕ FAIR ● POOR

PROGRESS

As the audit pointed out, inadequate informational and directional signing at County facilities can result in frustration, anger and discouragement of citizens who have difficulty in locating or physically accessing County programs.

These same issues also impact on the County's overall presence in the community, discussed earlier in this report. Given the many County programs and locations dispersed throughout the county, consistent signage and other wayfinding cues could help provide Multnomah County with a clear and positive "identity" to the taxpayers it serves.

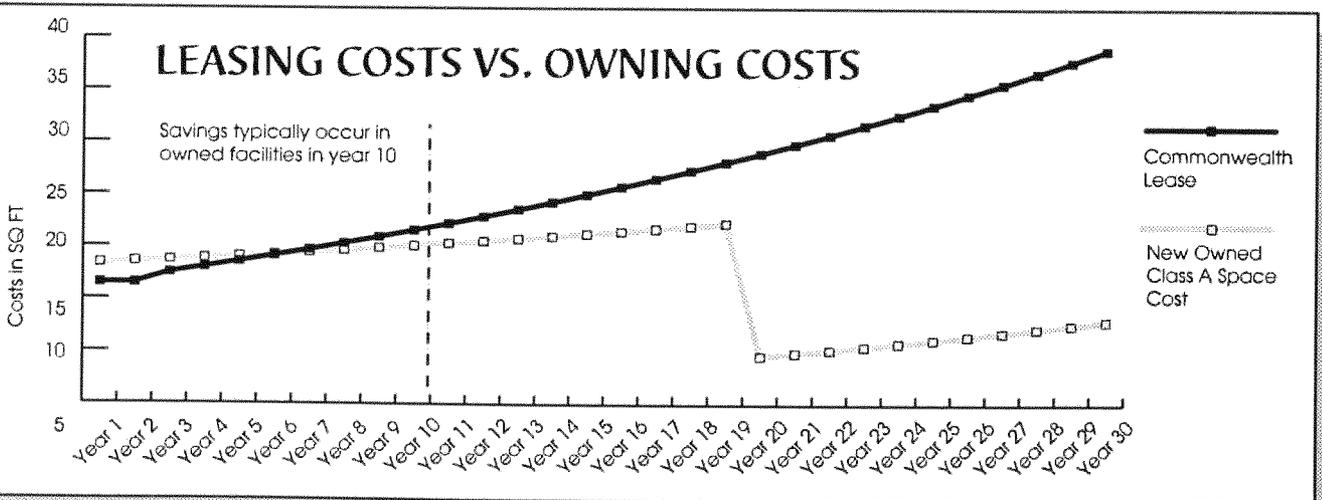
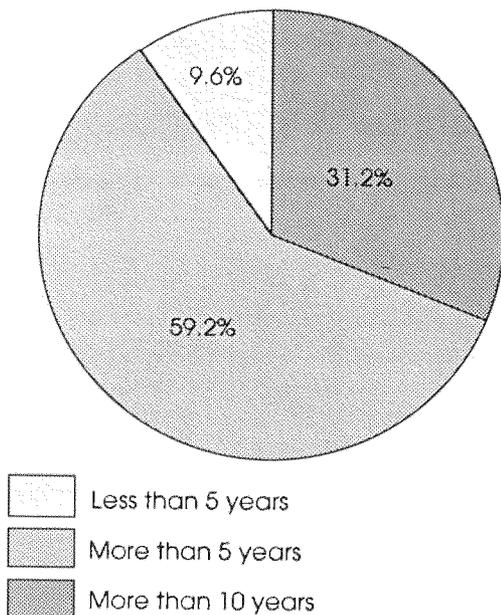
Increased dependence on leases

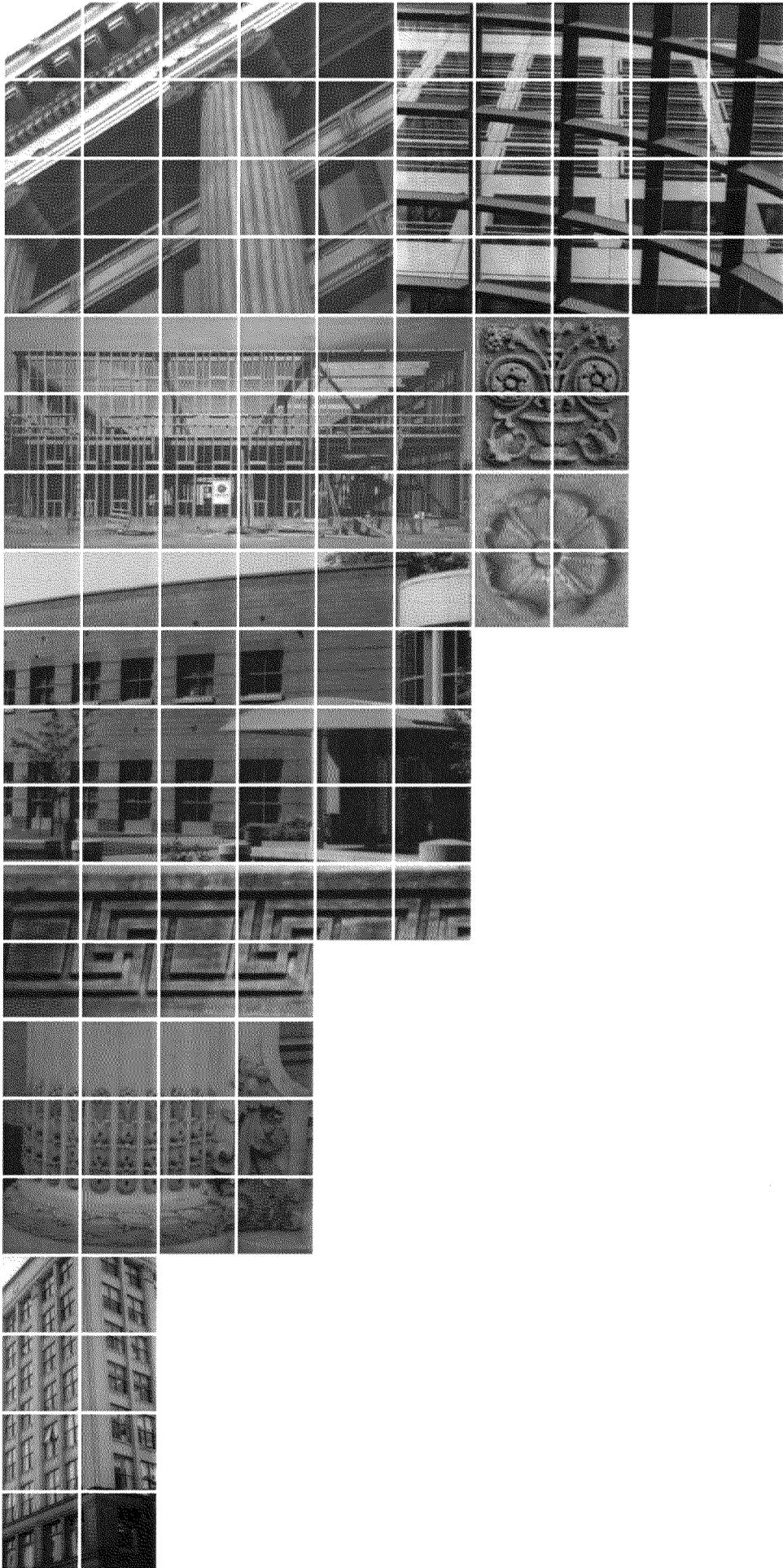
Previous County space plans have identified an over-reliance on leasing to meet growing space needs as significant facilities and financial issues for Multnomah County, although a specific goal in this area was not adopted. This issue continues to be of concern and merits reemphasis in this report due to the large amount of space leased in the Commonwealth Building, which currently houses two ongoing County programs, Assessment and Taxation and Community and Family Services. Although leasing in one or both of these cases may prove to be the best alternative for the County, the magnitude of the dollar investment in these leases merits considerable thought and analysis.

Assessment and Taxation (A&T) provides a good case in point. This program has, in fact, been housed in leased space since it was displaced from the Multnomah County Courthouse in the late 1970s. A financial comparison of leasing the Commonwealth space versus County-owned space for this sizable County function demonstrates that in the long-term, leasing costs are significantly higher.

LEASE DURATIONS

Multnomah County durations for the 8 largest leases





STRATEGIC DIRECTIONS

Based on the findings and issues identified in this report, the planning team offers the following recommendations for Multnomah County facilities. It is intended that these recommendations be long-term, covering a span of five years or more. To ensure a systematic approach and consistent effort to achieve these recommendations, the County is also advised to develop an annual work plan that identifies specific tasks, roles and responsibilities to be achieved in that year. Much can change in five years. Annual work plans can reflect changes that were not anticipated in the strategic plan, making the strategic plan a dynamic and flexible document.

The planning team recommends that the Board of County Commissioner replace the goals and objectives adopted in Resolution 95-174 with the following revised strategic directions, as guidelines against which County facility decisions are evaluated. These incorporate previous goals that are still appropriate to the County's current situation, revise other previous goals to reflect changes that have occurred since 1995, and add new directions to address issues that were not identified or have developed since the 1995 plan.

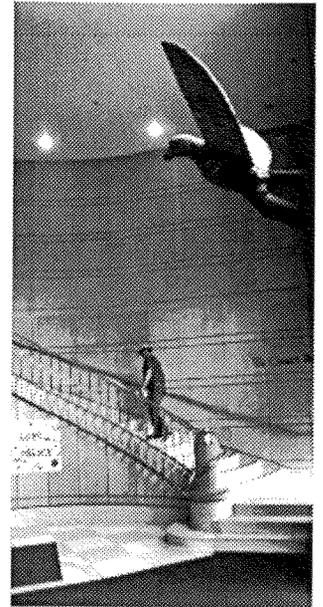
The proposed strategic directions are grouped into three categories: Financial, Quality, and Planning. Future facility acquisitions, whether by construction, purchase, or lease, and dispositions should support these strategic directions.

Financial

1. Manage the County's asset portfolio to maintain or create value.

This strategic direction replaces the goal to "improve critical County facilities to a 40-year useful life". To manage the County's property in a more business-like manner requires they be treated like investments, with an expectation of some future return, and not allow them to deteriorate into financial liabilities that detract from the overall financial vitality of the County. To invest in County facilities to preserve or increase their value ensures that, should they become obsolete or surplus to the County's needs in the future, they can be leveraged financially to provide for replacement facilities or provide a return to the County's General Fund.

An **Asset Preservation Fund** has been approved to begin in FY98/99. Its purpose is to plan for and maintain adequate funding for the replacement of major building systems and components when they are at life cycle. An essential component of this strategy has been the establishment of a Planning Section within the Facilities & Property Management division to, among other things, conduct condition assessments for each owned facility which will identify and develop life cycle data, maintenance schedules, and budgetary information.

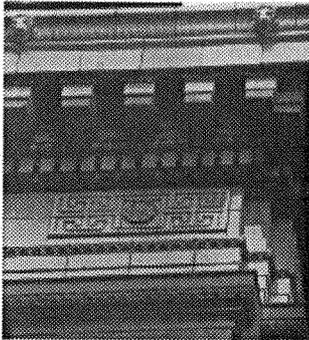


Interior, Justice Center

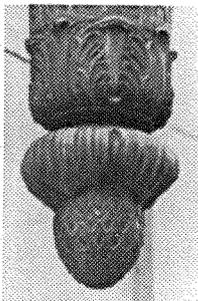
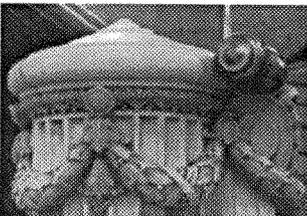
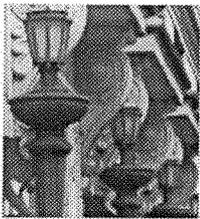
"The addition of the Asset Preservation Fund and support staffs head Multnomah County in the right direction in regard to preserving its investment in facilities infrastructure."

Citizens Involvement
Committee Budget Report
March 31, 1998

DIRECTIONS



Details from Multnomah County Courthouse



In addition to the initiation of the Asset Preservation Fund, an accelerated effort to reduce the deferred maintenance backlog has begun. The backlog consists of building systems and components that are already beyond life cycle and require replacement or updating. As the effort to eliminate deferred maintenance continues, the Asset Preservation Fund will become fully integrated in the planning for life cycle replacement, maintenance program specification, and maintenance and capital budget forecasting.

2. Locate long-term County programs in owned, not leased, space.

This strategic direction is already incorporated in the County's financial policies. The planning team feels it is important, however, that it be stated explicitly as a facilities goal as well.

Leasing of space for long-term, permanent programs should only be contemplated as an interim step toward locating those programs in County-owned space. In general, long-term ownership yields several benefits, including asset appreciation, lowered cost of space over time when compared to market lease rates, and control over the working environment. It is important to note, however, that the quality of the asset is critical in the own - versus - lease decision. Acquisition of poor quality facilities should be avoided, because the assets will decrease in value rather than increase. Poor quality acquisitions result in actual liabilities, properties that can literally cost the County more than their value. Facilities that need major seismic upgrades or environmental remediation, for example, may create inefficient or unsafe working environments that result in low employee productivity and morale and higher cost per usable square foot of space.

3. Pursue innovative arrangements for financing approaches.

Traditional methods of financing capital needs may still be appropriate in most situations. These include funding approaches used successfully in the past including:

- Certificates of Participation
- General Obligation Bonds
- Annual Capital Improvement Program funding
- Other Departmental Appropriations from Special Funding Sources
- Federal and State Grants and Other Funding

However, given fiscal constraints created in part by the impact of Measures 47/50 and negative public sentiment toward new government funding, it is essential that the County consider "out-of-the-box" financing strategies to fund essential capital and facility needs. Two alternative approaches include development offerings and public partnerships.

Development Offering

Several County properties were identified for disposition in the 1995 Strategic Space Plan, and the proposed method for disposition was the sale of those properties. Selling surplus property is an obvious and conventional method for disposition, which can return financial resources to the County, presumably for re-investment toward other capital needs. Any property disposition the County considers should consider sale as an alternative, but the planning team urges the County to consider other alternatives as well.

Specifically, it is recommended that consideration be given to offering opportunities to private developers, either in partnership with or independent of the County, to provide development proposals for those properties. The purpose of this approach is to create development projects in the community to support the goals of Metro's 2040 Plan and to ensure an appropriate use of the property. In the event the County may want to continue some ownership and/or usage relationship to the property in question, this approach also enables the County to leverage private capital for financing of projects that are beyond the County's current resources.

Utilization of this option depends upon concurrence by County Counsel that it is permitted under State law, and by County Finance that it is the most fiscally advantageous strategy in each case.

Overview of the Process

- a) The County would form a task force to develop objectives for the property(ies) being offered. Objectives would be based upon the comprehensive plan of the local jurisdiction and would be compatible with the surrounding neighborhood. In addition, the task force would identify criteria upon which development proposals would be evaluated. Suggested criteria might include:
 - Compatibility of proposed uses with comprehensive plan.
 - Compatibility of proposed uses with the neighborhood.
 - Business terms for purchase of property.
 - Experience of developer with proposed use.
 - Timing for implementation of new uses.
 - Ability of developer to financially support the development.
 - Potential for inclusion of County facilities.

- b) The County would issue a Request for Proposals (RFP) for a select property or properties. The developers would be asked to prepare proposals in response to criteria and objectives identified by the County in the RFP. The County would review and evaluate the proposals for development according to the objectives and criteria identified and select the best proposal. In the event no proposals were found to be acceptable, the County could reject all proposals and either issue a new RFP or pursue another alternative for disposition of the property (i.e., sale).

DIRECTIONS



Hansen Building
Constructed 1956

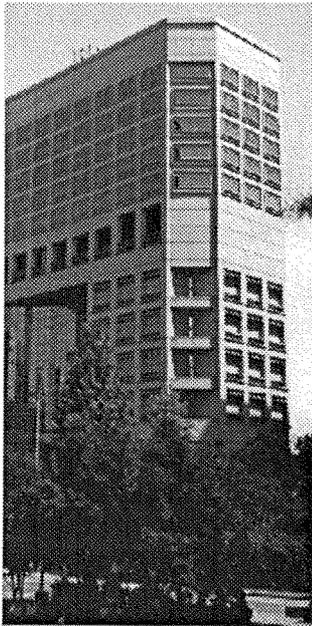
*"Investing in public
buildings represents
faith in the future."*

—Gordon Price,
City Councillor,
City of Vancouver, BC

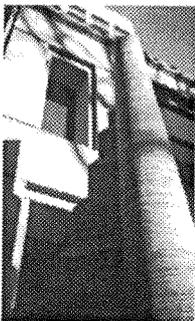
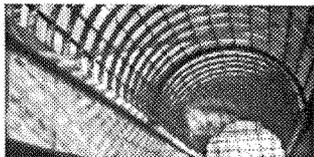
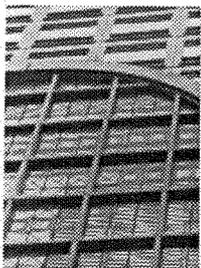


Proposed North Portland
Clinic

DIRECTIONS



Justice Center
Constructed 1982



- c) The County would then negotiate the terms of the property transfer and development with the selected developer. Terms would include options for the property, compliance with a development schedule, and proof of financing. The County may choose an option to acquire a portion of the development upon project completion, and these terms would be included in the negotiated agreement.
- d) The developer would design, obtain all necessary permits, and construct the project in accordance with the agreement with the County.

Acquire New Facilities

In addition to being a method for surplus property disposition, development offerings can also be used to improve existing County facilities and/or acquire new facilities. The City of Portland has employed this approach successfully in its recent project to acquire a new Development Building to house its development functions. In this case, the County would include specifications for County facilities in the competitive bid for the development offering. Developers would be asked to include the County facility in the proposed development and to include a maximum price for completion of the space. The developer would be responsible for construction and construction financing of the space to be owned by the County. Upon issuance of a certificate of completion, the County would acquire the space through fee simple or condominium interest, depending upon the nature of the facility. The purpose of this approach would be to enable the County to secure space consistent with its needs through a streamlined development process that was competitively bid.

Public Partnerships

Multnomah County is not alone in the challenge of siting, financing and maintaining facilities to house the services it provides to the community. The impact of Measures 47/50 and the reticence of taxpayers to increase financial support to government affect many jurisdictions in the metropolitan area. In addition, Multnomah County shares clients geographically throughout the county, in particular with the school districts, cities and State and various non-profit agencies.

In recent years, Multnomah County has pursued many public partnerships to address issues and provide services. This approach could also be useful in meeting the County's - and other jurisdiction's - facility needs. Cooperative agreements could include a variety of approaches:

- Joint financing to acquire or construct new shared facilities
- Land and/or facility swaps
- Shared occupancy of existing facilities
- Transfer of surplus properties

Multnomah County is encouraged to pursue public partnerships when feasible to address its facility requirements.

Quality

4. Adopt standards for minimum acceptable space and quality levels for leased and owned County facilities.

The adoption of standards has several advantages for Multnomah County and F&PM in particular. Standards allow comparison between different buildings, departments, and potential leases. Standards also provide a direction to aspire to. It is recommended that standards be developed in the following areas:

- **Occupancy standards:** Facilities that the County leases or acquires should meet minimum defined standards for heating, ventilation, air-conditioning, accessibility, and maintenance. The adoption of occupancy standards can prevent expensive maintenance or renovation costs on properties that may have been considered inexpensive at the time of purchase or lease.
- **Space standards:** Adoption of standards which define square footage per occupant or usage goals can ensure optimal utilization of existing space and may prevent the County from acquiring unnecessary additional space.
- **Furniture standards:** The use of systems furniture can provide staff with more efficient work space, including more work surface and storage space, while minimizing square footage requirements and reducing long-term costs for space.

5. Provide well-located, accessible, safe and efficient facilities.

The intent of this strategic direction is to provide quality customer service and increase employee productivity, and to promote visibility of Multnomah County in the community. The seismic integrity of buildings, to insure safety of customers and employees is a key element of this strategic direction.

Based upon the findings of this report, in particular the issues identified in the wayfinding audit, it is increasingly important that the County ensure the public can easily identify and locate the many County services scattered geographically throughout Multnomah County.

The 1995 Strategic Space Plan asserted that Multnomah County lacks an established identity in the community. The proposed solution in this plan was a central administrative building, specifically a renovated Multnomah County Courthouse.

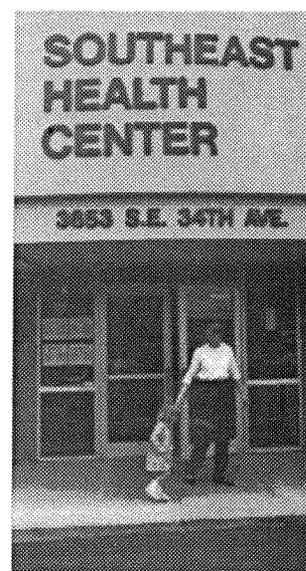
As described earlier in this report, mixed feelings exist among key decision-makers in the County on this proposed solution. Regardless of the ultimate solution, the planning team for the 1998 report concurs that the identity issue is still of concern. The County Auditor's report further substantiated causes for confusion in identifying and locating County services in the community; and solutions suggested in his report are far less costly than building or renovating a major administrative center. The planning team encourages the County to implement the audit recommendations and other creative ways to establish a County presence in the community.

DIRECTIONS

"For citizens, poor access creates problems that are obvious, but hard to measure ...

For some individuals, feelings of anger, embarrassment, or frustration with a confused bureaucracy may lead to a decision to delay or not pursue needed service."

—From County Services - Help citizens find their way

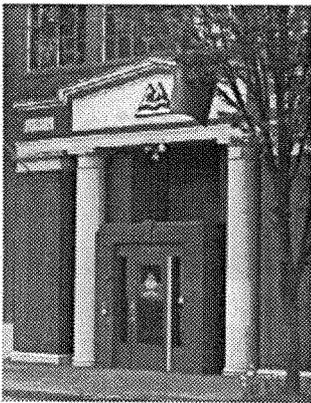


SE Health Clinic
Constructed 1990

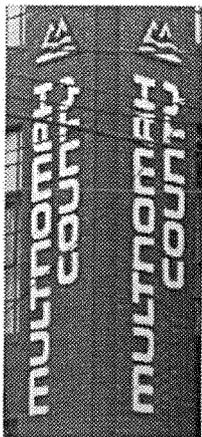
DIRECTIONS

Upgrading the lighting at the Ford building saved approximately 10,000 kilowatt hours last year. This reduced air pollution from electrical plants equivalent to 7.5 tons of CO₂, 154 lbs. of SO₂ and 55 lbs. of NO_x."

- Multnomah County Energy Study, April 1998



The Ford Building
Constructed 1914



6. Incorporate environmentally sensitive and energy efficient systems into County facilities.

Although this goal was adopted in 1995, the communication of standards and a consistent plan for implementation has hindered progress in this area. To facilitate implementation of this goal, the planning team recommends that standards also be formalized:

- **Environmental standards:** Sustainable development principles have been developed by the National Association of Counties Sustainable Development Task Force and have been adopted by many counties throughout the nation. Other sets of principles, such as those developed by the Natural Step, could also provide a foundation for sound development standards for the County. Translation of these principles and values into definitive goals, standards, and locally effective strategies would move the County from the broad value of being environmentally sensitive to realizing the true potential of its development choices.
- **New energy standards:** Buildings use 40% of all energy. Conservation, maintenance, alternative energy solutions, daylighting, controls and commissioning can significantly reduce energy costs to the County and improve overall work conditions for County employees.

7. Respond to technological innovations.

The County is encouraged to incorporate technological rather than spatial solutions when appropriate. It is important that implementation of facilities projects be done in coordination with implementation of the County's adopted Strategic Plan for Information Technology.

Planning

8. Accommodate current space needs to reduce overcrowding, and meet future space needs.

Multnomah County must acquire additional facilities to accommodate projected growth. This strategic direction consolidates two previous goals in the 1995 plan.

The planning team recommends that the County require departments to develop **Service Delivery Plans**, in order to provide direction to the department's facilities and program location efforts, to ensure that these efforts are consistent with the strategic goals of this plan, and to provide policy makers with information for decision-making. This recommendation emerged from the stakeholders work session that was held on January 30, 1998.

It is recognized that F&PM is a support function; their role is to assist the departments in carrying out their respective missions. However, for F&PM to provide adequate space for program needs, in a timely, cost-effective manner that is consistent with the strategic directions, planning must occur at the department level. Acquisition of space, whether by purchase, construction or lease, can take months, even years. Leasing of space for long-term, permanent programs should only be contem-

plated as an interim step toward locating those programs in County-owned space. With information from departmental service delivery plans, F&PM can plan for growth and shared facilities and anticipate real estate needs.

Service delivery plans should consider a variety of factors: demographics of populations served, optimal geographic locations, co-location opportunities with other governmental or contract services, projected growth, and anticipated program changes.

9. Support Metro's 2040 Plan.

To achieve this strategic direction, Multnomah County must become an active participant in community development.

Key goals and strategies of the 2040 plan which are pertinent to the County's siting and development of facilities include:

- **Mixed Use Development**

One of the key strategies includes increasing mixed-use development to support efficient transportation and maximize land use efficiency. Locating housing, services, and work closer to each other will create "better modal splits" for transportation. Mixed-use development also has the potential to increase land use efficiency through shared parking. Although Multnomah County may not desire to be in the housing business, it is in a position to create partnerships or make property available for development offerings to obtain the best project for the community. In fact, the County is already doing this in some degree by offering tax-foreclosed properties to other governments and local non-profits for the public benefit.

- **Parking Reduction Management Plan**

A second key strategy in maximizing land use efficiency is though parking reduction. As a major employer, Multnomah County can develop parking plans, support carpooling, encourage telecommuting, site facilities in locations accessible to public transportation, and develop in areas with mixed uses.

- **Efficient Land Use**

Utilizing a piece of property to its "best and highest" use can provide the community with effective projects that may not happen otherwise if the County develops only for its own needs. On some sites, this may mean mixed-use projects, or housing projects. The County can trade, sell, partner, or cooperate in development offerings to make the best use of its properties and use its siting proposals to leverage improvements in developing neighborhoods.

DIRECTIONS

"Perhaps no greater point should be made than the importance of using and adhering to Region 2040 as a standard by which all other regional decisions are made."

—From 2040 Framework

ADVANTAGES OF DEVELOPMENT OFFERING

- Eliminates underutilized County property and facilities
- Supports objectives of the 2040 Growth Plan by promoting mixed use development
- Provides for County ownership of facilities
- Utilizes County property to support the development of improved facilities

10. Co-locate appropriate County services.

This strategic direction is intended to maximize efficiencies, minimize costs and provide accessible services to the community. Based upon feedback received during the stakeholders work session, this goal replaces the goal in the 1995 plan to “consolidate functions to achieve operational efficiencies and savings”. The desired outcome is the same - efficiencies, cost savings, accessibility - but the means to achieve the end may merit further examination.

The recommendation of the 1995 plan to achieve this goal was the renovation of the historic Courthouse as the administrative center of Multnomah County. In the long term, this approach may still be the best. However, in the current political and financial climate, many feel that a major project to house administrators is neither feasible nor prudent. As discussed earlier in this report, this issue of a central County building requires organizational consensus and commitment to proceed.

Co-location of select central support functions and/or long-term Countywide programs in existing County facilities or a less-ambitious new facility, could achieve many of the same desired outcomes without the degree of political and financial exposure of concern to many.

In addition, it is recommended that the County aggressively pursue co-location opportunities with other public partners, including the cities and school districts, and private non-profit service providers. Co-location with other partners has many advantages: lower costs and maximum utilization of space, increased convenience to service clients, and enhanced presence in the community.



SE Health Center

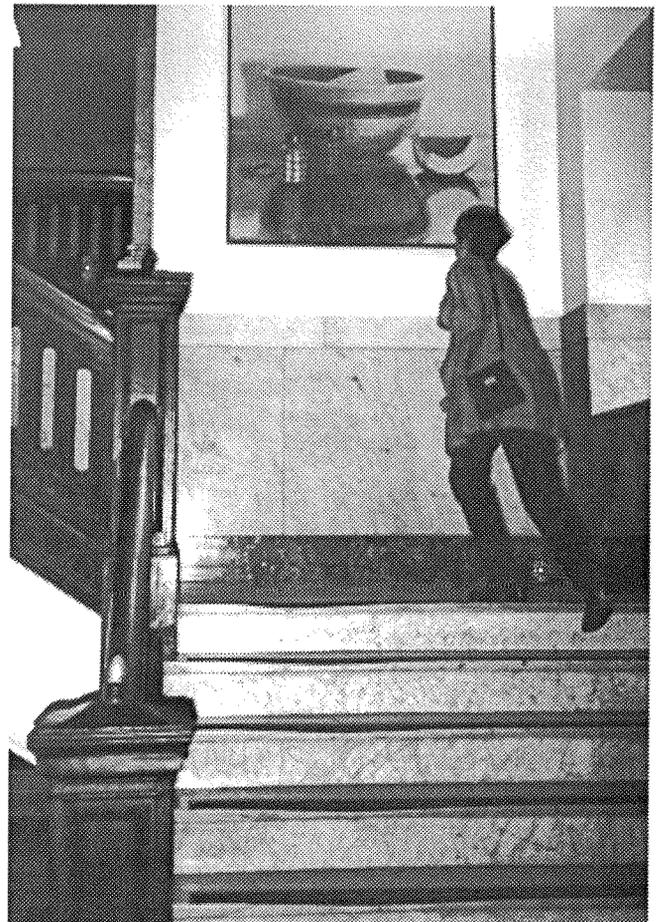
NEXT STEPS

The Strategic Planning Team distributed the Strategic Plan to the Facilities Client Team (FCT) and the Operating Council (OC) for information and review. With the support of these groups, the plan is being presented to the Board of County Commissioners. The planning team recommends that the Board of County Commissioner replace the goals and objectives adopted in Resolution 95-174 with the new, revised Strategic Directions.

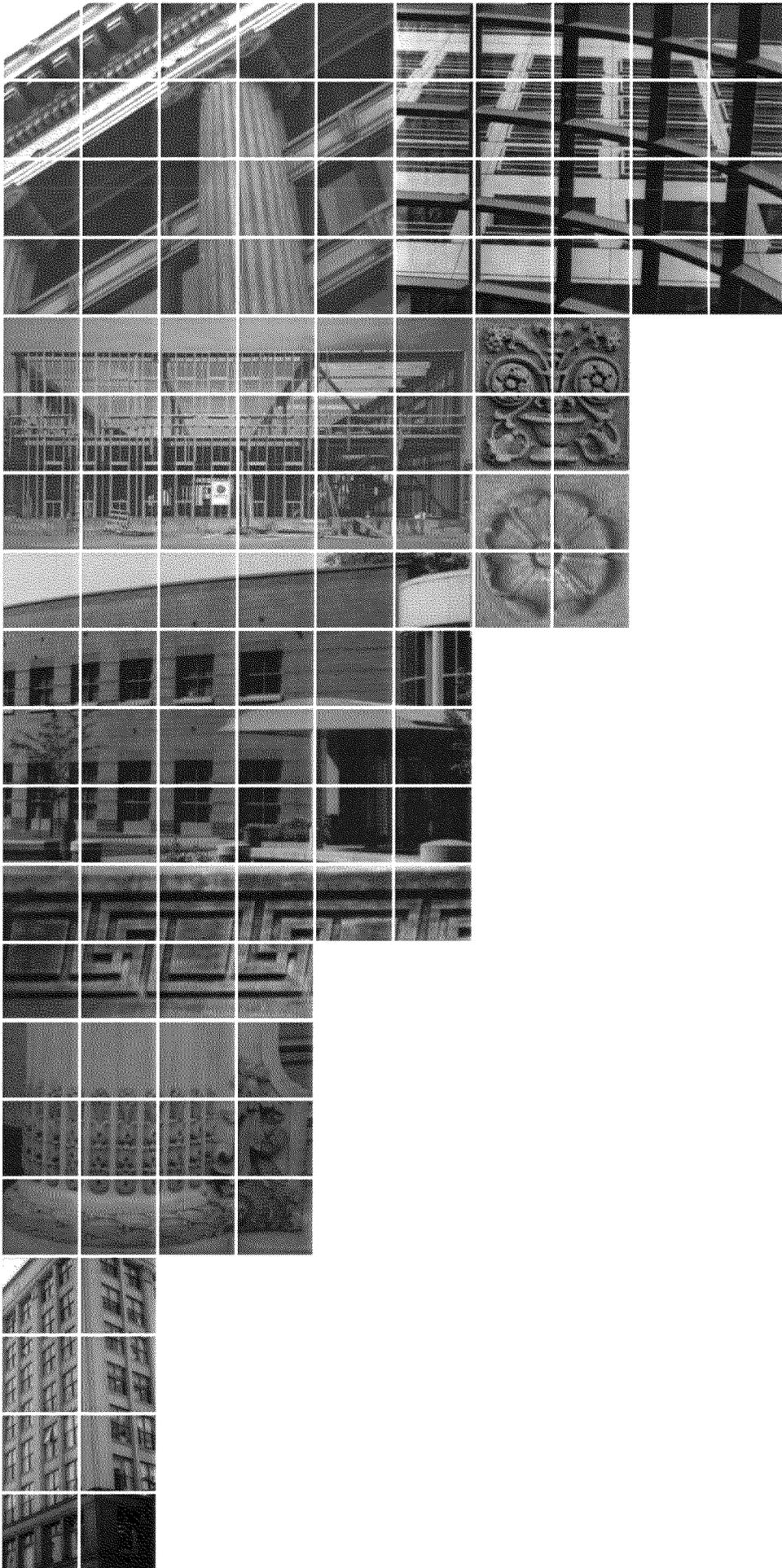
It is the intent of this strategic planning process to review and update annually the specific agenda items identified, with a major review of the entire plan conducted at least once every five years. Each year new agenda items derived from the Strategic Directions will be identified and integrated in this planning process.

"The people of Multnomah County will receive excellent quality customer-focused service, and a good value for their tax dollars. Multnomah County employees will have an excellent place to work."

Results Roadmap



County Courthouse



FIRST YEAR AGENDA

The First Year Agenda identifies the primary policy items and projects which will receive particular focus for FY98/99.

New Items

New Courthouse and Public Safety Services Building

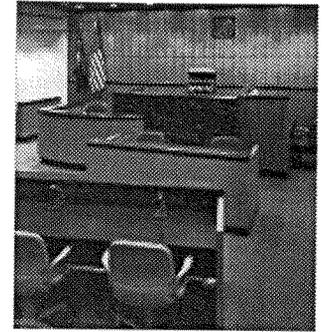
The planning team recommends the County continue to pursue construction of a new Courthouse as the best long term solution to meet the expansion, security, and operating needs of the Courts. A potential site for a new Courthouse should be investigated and acquired to ensure convenient access to the Justice Center and other key functions in the Government Center.

As discussed earlier, the Multnomah County Courts Task Force supported this recommendation of the 1995 Strategic Space Plan, but little progress has been made since that time. The fundamental issues that led to the recommendation to construct a new criminal justice facility have not changed. The deteriorating condition, seismic requirements, and operational inefficiencies of the Multnomah County Courthouse have made this facility obsolete. Although the historic value of this building to the community may merit its restoration for other purposes, the facility will not meet the needs of the criminal justice system in the 21st century.

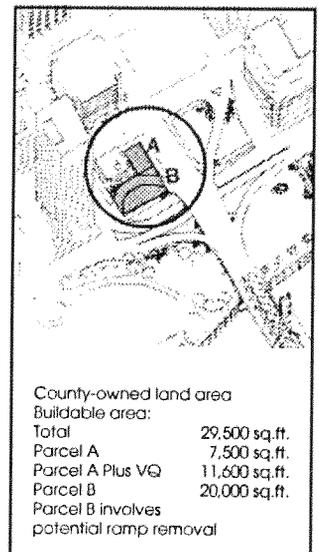
Locating other functions in the criminal justice system nearby will maximize operational efficiencies within the system as a whole. Development of a new County Public Safety Services Building on the County-owned Hawthorne Bridgehead block could meet present and future needs of the Sheriff's Office, Community Justice, and potentially other groups.

The planning team recommends:

1. The County reconvene the Multnomah County Courts Task Force to develop a financing and public involvement strategy to construct a new Courthouse and define key interrelationships with a Public Services Building.
2. The County plan and budget for site acquisition to support a new Courthouse.
3. The County perform technical and feasibility studies, and gather public input, on the concept of utilizing the Hawthorne Bridgehead site for a Public Safety Services Building and/or other County use.
4. The County analyze potential future uses for the Historic Courthouse, including disposition or renovation for other functions.



Courtroom,
County Courthouse

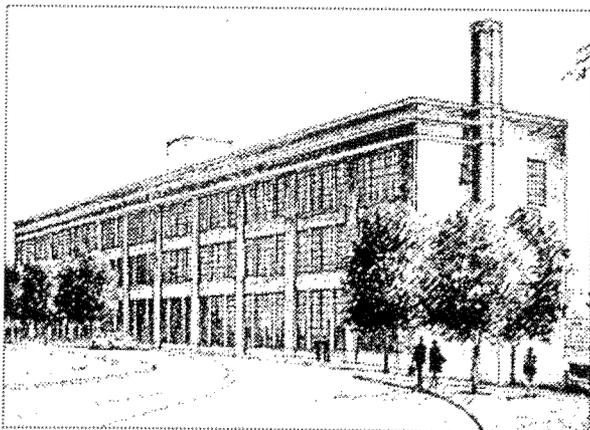


-1990 Administrative Space
Study for the Hawthorne and
Morrison Bridgehead sites

AGENDA

"A new building located at either bridgehead site could fulfill the initial space needs as well as reserving land for a long-term expansion ... of County functions."

-1990 Administrative Space Study for the Hawthorne & Morrison Bridgehead sites.



The Ford Building Proposal

Hawthorne and Morrison Bridgeheads

Multnomah County owns two prime pieces of real estate in downtown Portland that are currently underutilized. The Morrison Bridgehead is used as a County parking lot, and the Hawthorne Bridgehead is vacant.

A study conducted in 1990 evaluated both properties as potential sites for construction of a County-owned office building. The conclusion was that both sites provided excellent potential for a large building, the Hawthorne site being the preferred one due to its proximity to the government center.

Given the probable market value of these properties, the County's known need for additional space, and the tremendous opportunity these properties offer to further other community goals, the planning team recommends that strategies be developed for the full utilization of these County properties. At this time, a Public Safety Services Building on the Hawthorne Bridgehead and a parking garage on the Morrison Bridgehead are the models recommended for the study.

The Ford Building

During the development of this report, a feasibility study was conducted regarding potential future uses of the Ford Building, located at 2505 SE 11th Ave. The original Ford Building was built in 1914 as an assembly facility for the Ford Motor Company. After it was closed by Ford in the 1930s, it was used as a printing plant, an OLCC storage facility and a warehouse. Multnomah County purchased the building in 1974 and has used it as a central warehouse, a printing facility, and a County office building. Current occupants include Facilities & Property Management, Purchasing (a division of DSS), special Health Offices, court storage, County archives, and Central Stores shipping and receiving. The building is a City of Portland Landmark.

Four options are discussed and analyzed in this report.

1. Do nothing
2. Upgrade the building to an all office occupancy
3. Convert the building to an all warehouse occupancy
4. Sell the building.

Based upon the County's facilities goals, the results of the financial analysis, an equitable comparison, benefits to the neighborhood and future County space needs, the report recommends the Ford Building be upgraded for office use.

The planning team recommends the County further evaluate this option and, if viable, proceed with implementation. Renovation of the Ford Building for office use addresses several of the strategic directions identified above. In particular, it would provide additional space for projected growth in administrative areas and could potentially house long-term County programs currently located in leased space.

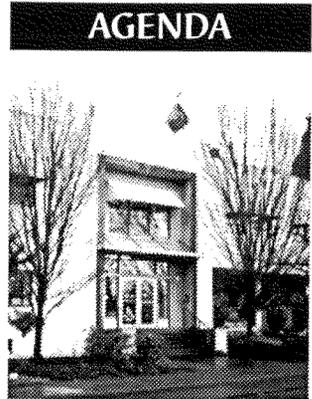
Regarding public access, the Ford Building is at the intersection of two bus lines and within four blocks of four others. Tri-Met is also considering a light rail station within short proximity of the building. Finally, renovation of the Ford Building would support the 2040 Growth Plan by placing the County in a leadership role in investment in a changing neighborhood. The Ford Building is a notable building in the Central Eastside because of its size and ornamental characteristics. Its physical presence as the largest, tallest building in the neighborhood makes it a "gateway" structure and a pivotal player in determining the character of the neighborhood. With the potential rebirth of the immediate neighborhood being spurred by light rail plans and other redevelopment projects, the County has an opportunity with this building to be an asset rather than a liability to this neighborhood.

The Morrison Building

This building, located at 2115 S.E. Morrison, was also recommended to be sold in the 1995 plan. The Morrison Building currently houses DES Administration, Land Use Planning, the Board of Property Tax Appeal, field offices for Assessment and Taxation, the Citizens Involvement Committee, and several other non-County governmental programs. Upon completion of the addition of the Yeon Building mentioned above, the Morrison Building will be largely vacant. This building also requires considerable seismic and deferred maintenance upgrades; and, its market value is likely negligible.

The Morrison Building provides another opportunity for a development offering by the County. The property is zoned for residential uses and would appear to be better served with residential and mixed use. Given its close-in location, access to public transportation, and off-street parking, however, the County may be well-served to include space for the citizen involvement and tax appeal functions in the development, as first-floor activities in the building. A small amount of commercial space could be provided to support these functions, with an emphasis in the development on housing. The County could include the facilities in a mixed-use development offering and acquire a condominium interest in the space proposed for County use.

A feasibility plan that considers alternatives for disposition should be conducted for the Morrison Building as well.



AGENDA

Morrison Building
Constructed 1953

MORRISON BUILDING CONDITION ASSESSMENT

FACILITY 412
2115 SE Morrison St.

Location ○
Good.

Building Shell ⊕
Fair. Needs new roof..

Building Interior ●
Poorly arranged. Dingy,
outdated finishes.

Seismic Condition ●
Hazardous conditions.
Study completed '95.

Mechanical System ●
Old equipment and design.
Exhaust and ventilation are
inadequate. Equipment past
lifecycle.

Electrical System ●
Needs upgrade.

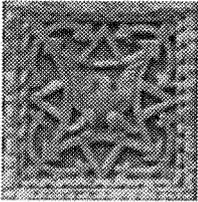
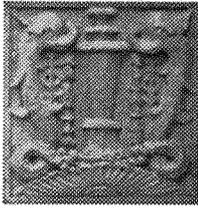
Energy Efficiency ⊕
Fair.

Comments
Identified for replacement.

MATRIX KEY

○ GOOD ⊕ SATISFACTORY ⊖ FAIR ● POOR

AGENDA



The Hansen Building

The Hansen Building is located at 122nd and Glisan and currently is the chief headquarters for the Sheriff's Office. The 1995 Space Plan recommended disposition of this building, and this planning team concurs. The building condition is poor, requiring considerable upgrade in seismic and deferred maintenance. In addition, since annexation of mid-Multnomah County to the cities of Portland and Gresham, the location is no longer suitable for the Sheriff, who should be more appropriately housed in a downtown location in close proximity to other functions of the criminal justice system. Nor is the location particularly appropriate for any other County functions.

The 1995 plan recommended sale of this property, and upon further analysis, this may prove to be the best alternative for disposition. However, the current condition of the building suggests that it has little market value; although the site itself may be attractive for commercial

development. To support the strategic directions of this plan, however, the planning team recommends that this building and site be considered for a mixed-use development offering. The property is zoned to accept mixed uses and has a prominent location that would be of considerable interest to developers. An RFP could be issued that would place emphasis on the redevelopment of the property that is supportive of the planning and zoning for the site. In addition, the County is encouraged to evaluate its future program needs to determine if additional County facilities in this location could be included.

Before a final disposition approach is decided for this building, it is important to conduct a feasibility study, similar to that recently completed for the Ford Building, to evaluate the various options.

HANSEN BUILDING CONDITION ASSESSMENT

FACILITY 313
12240 NE Glisan St.

Location ●

Poor. Does not meet the County's needs.

Building Shell ⊕

Fair. Roof requires replacement.

Building Interior ⊖

Difficult to reconfigure.

Seismic Condition ●

Hazardous conditions. Study completed '96.

Mechanical System ●

Poor. No A/C or ventilation except auditorium.

Electrical System ●

Poor.

Energy Efficiency ⊕

Comments

Identified for replacement.

MATRIX KEY



The Gresham Neighborhood Center

The Gresham Neighborhood Center (GNC) is located at 50 N.E. Elliot in Gresham. The building contains the East County Health Dept., the Gresham Senior Center and Loaves and Fishes. The 1995 Space Plan recommended future replacement of this building since the site was limited for expansion, was in generally poor condition, and difficult to maintain with an aging and antiquated mechanical system. Also, the floor plan could not easily be modified. A seismic study of the building in 1996 revealed the building had structural failure in the roof trusses, resulting in temporary emergency repairs. An agreement between the City of Gresham's building department and Multnomah County stipulated that the County complete repairs to the building's roof structure and bring the building up to the most recent seismic code by December 1999 or agree to vacate the building by that time.

In July, 1997, a study was conducted to design a new facility on the existing parking lot the county owns adjacent to the facility. The proposed plan was to utilize the existing facility until the new facility was completed, and then raze the original structure for use as a parking lot. This facility would have expanded the floor area to 40,000 sq. ft. and accommodate additional programs such as, dental and optometry for the Health Department, and additional space for Aging Services currently located in lease space. This design also required a variance to allow for a large office complex to be developed on land zoned for residential. In the Fall of 1997, a new project emerged that would relocate the Sheriff's office to Gresham. This request presented the option of co-locating county operations and initiated a new search for a centrally located site which would meet the needs of all departments.

The option still exists to develop the GNC site as first proposed – a replacement of the existing facility with moderate expansion. However, this site will not accommodate all East County program needs. The planning team is currently reviewing alternate locations which can provide proximity for the East County programs.

If the County decides to relocate to a central location, this site will most likely be sold or developed for a different use.

AGENDA

GRESHAM NEIGHBORHOOD CENTER CONDITION ASSESSMENT

FACILITY 400
620 NE 2nd, Gresham.

Location ○
Very good.

Building Shell ●
Poor. Expensive repair needed on walls, structure and windows.

Building Interior..... ⊕
Fair.

Seismic Condition ●
Hazardous. Under quarterly inspection for continued occupancy permit. Study completed '96.

Mechanical System ●
Substandard. Some units past lifecycle. No A/C on lower floor. Insufficient outside air.

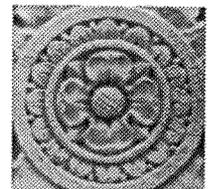
Electrical System ⊕
Mainservice and emergency lighting need upgrade.

Energy Efficiency ●
Very poor

Comments
Scheduled for replacement in '99.

MATRIX KEY

○ GOOD ⊕ SATISFACTORY ⊖ FAIR ● POOR



On-Going Items

In addition to the new items, the following major projects continue to support our strategic directions:

Major Funded Ongoing Items

- Library Branch Renovations, including three new buildings.
- Completion of Inverness Jail – Phase III.
- Completion of Yeon addition

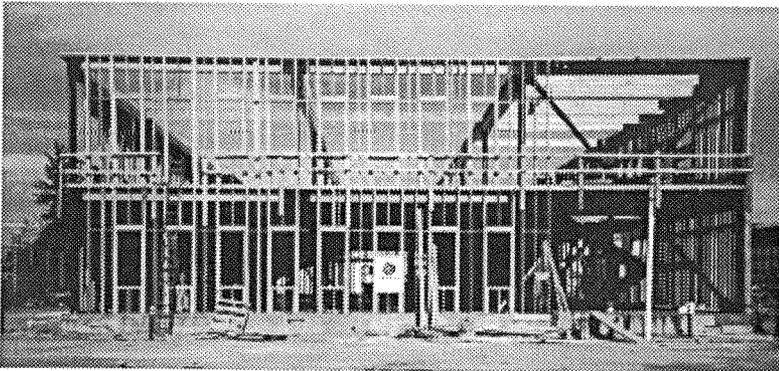
Currently Under Study

- Relocate the River Patrol – Columbia building (Partnership with Metro, Port of Portland, and Oregon Marine Board.)
- New North Portland Health Clinic Facility
- New Jail and Alcohol and Drug facility siting.
- New East County Facility (MCSO, HD, ADS, Gresham Senior Center, Courts, DA, JACJ.)

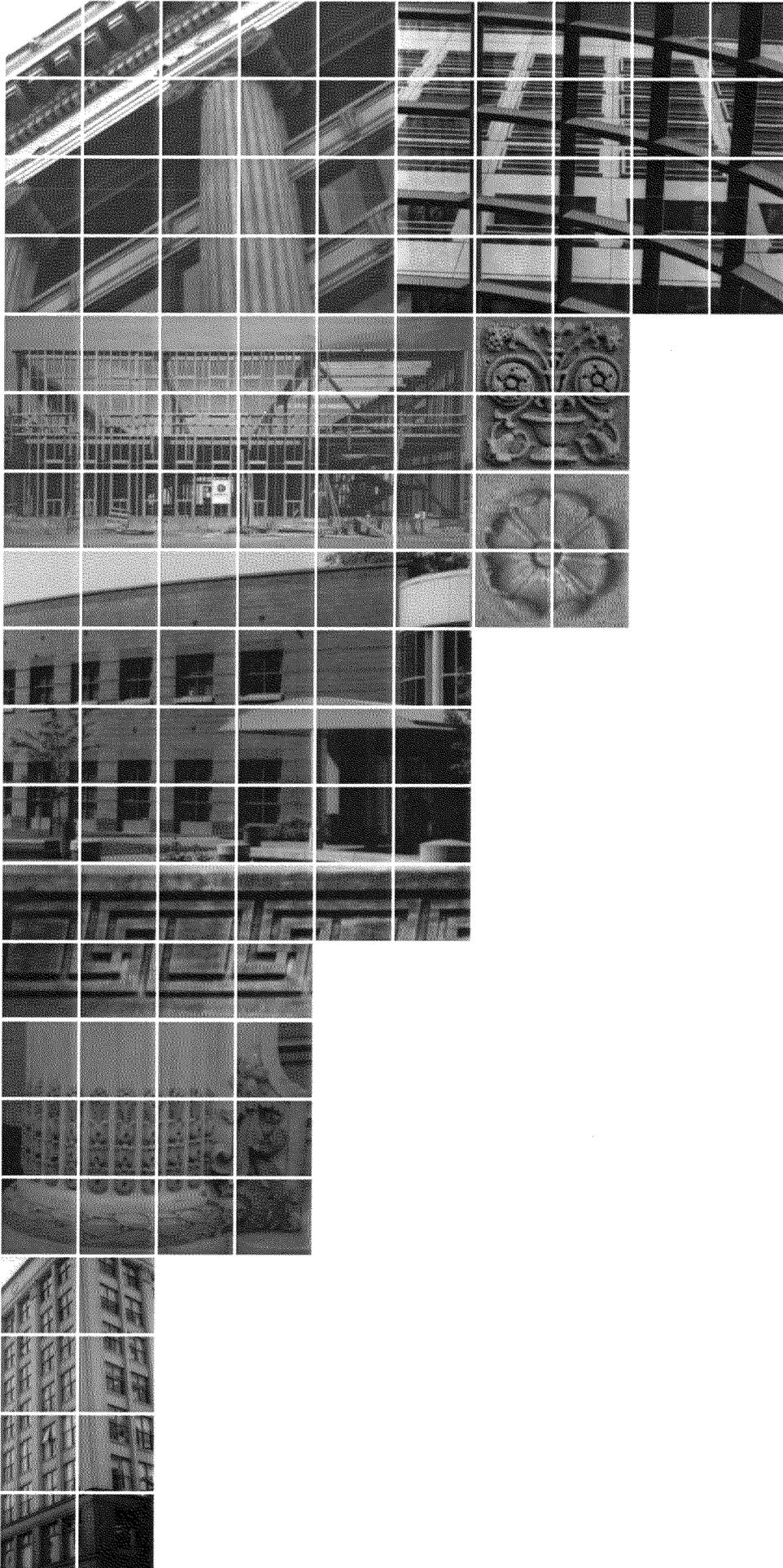
Policy Items

- Develop financial strategies for major facilities.
- Develop seismic standard with an implementation plan for all owned facilities.
- Identify preliminary Asset Preservation Fund costs for each owned facility, and develop an aggressive plan to eliminate the Deferred Maintenance backlog.
- Develop recommendations for space, furniture, occupancy, environmental (including commissioning), and energy standards and ADA procedural reviews for Multnomah County.
- Require Departments to produce Service Delivery Plans.
- Develop recommendations which promote County visibility.

In the second year, the results of the first year studies will be available to help shape the second year agenda. One future item for the second year is to develop a strategy addressing the large number of significant leases in the downtown area and the geographic spread of Central County administrative departments.



Yeon Addition
Constructed 1998



Appendixes

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APPENDIX

Owned Facilities by Department

Department	Facility	Facility Name	Address	City	ZIP	Gross Sq Ft
MULTI-AGENCY	327	KELLY BUILDING	4747 E Burnside St	Portland	97215	38,599
MULTI-AGENCY	101	COURTHOUSE	1021 SW 4th Av	Portland	97204	248,475
MULTI-AGENCY	119	JUSTICE CENTER	1120 SW 3rd Av	Portland	97204	445,038
MULTI-AGENCY	160	McCOY BUILDING	426 SW Stark St	Portland	97204	108,900
MULTI-AGENCY	161	MEAD BUILDING	421 SW 5th Av	Portland	97204	83,885
MULTI-AGENCY	421	FORD BUILDING	2505 SE 11th Av	Portland	97202	105,693
MULTI-AGENCY	322	NORTHEAST HEALTH CLINIC	5329 NE ML King Jr Bv	Portland	97211	90,551
MULTI-AGENCY	412	MORRISON BUILDING	2115 SE Morrison St	Portland	97214	34,578
MULTI-AGENCY	403	GRESHAM NEIGHBORHOOD CENTER	620 NE 2nd	Gresham	97030	29,510
DEPARTMENT TOTAL						1,185,229
COMM/FAMILY	358	HOOPER DETOX	20 NE ML King Jr Bv	Portland	97232	18,771
DEPARTMENT TOTAL						18,771
DA	315	MEDICAL EXAMINER/MORGUE	301 NE Knott St	Portland	97212	9,935
DEPARTMENT TOTAL						9,935
DES	427	ROAD SHOP (Skyline)	10814 NW Quarry Rd	Portland	97229	4,195
DES	414	ELECTIONS	1040 SE Morrison St	Portland	97214	40,400
DES	424	ROAD SHOP (Vance)	1541 SE 190th Av	Portland	97233	3,840
DES	425	YEON SHOPS	1620 SE 190th Av	Portland	97233	190,000
DES	324	ANIMAL CONTROL	1700 W Columbia River Hy	Troutdale	97060	17,725
DES	446	BRIDGE MAINTENANCE	1403 SE Water Av	Portland	97214	10,750

Department	Facility	Facility Name	Address	City	ZIP	Gross Sq Ft
DES	432	ROAD SHOP (Springdale)	32620 SE Hurlburt Rd	Springdale	97019	5,660
DEPARTMENT TOTAL						272,570
HEALTH	430	MID COUNTY CLINIC	12710 SE Division St	Portland	97236	21,267
HEALTH	420	SOUTHEAST CLINIC	3653 SE 34th Av	Portland	97202	24,189
DEPARTMENT TOTAL						45,456
JUV & ADULT	311	JUVENILE JUSTICE COMPLEX	1401 NE 68th Av	Portland	97213	185,198
JUV & ADULT	481	PROBATION (Central)	421 SE 10th Av	Portland	97214	7,907
JUV & ADULT	407	PROBATION (East)	495 NE Beech St	Gresham	97030	4,400
JUV & ADULT	402	WIKMAN BUILDING	4420 SE 64th Av	Portland	97206	6,028
DEPARTMENT TOTAL						203,533
LIBRARY	610	HOLLYWOOD LIBRARY	3930 NE Hancock St	Portland	97212	7,613
LIBRARY	317	LIBRARY ADMINISTRATION/BOOKSTORE	205 NE Russell St/216 NE Knott St	Portland	97212	37,560
LIBRARY	611	MIDLAND LIBRARY	805 SE 122nd Av	Portland	97233	25,989
LIBRARY	614	ROCKWOOD LIBRARY	17917 SE Stark St	Portland	97233	5,724
LIBRARY	609	HOLGATE LIBRARY	7905 SE Holgate Bv	Portland	97206	6,060
LIBRARY	615	ST JOHNS LIBRARY	7510 N Charleston Av	Portland	97203	4,068
LIBRARY	616	SELLWOOD LIBRARY	7904 SE Milwaukie Av	Portland	97202	2,204
LIBRARY	612	NORTH PORTLAND LIBRARY	512 N Killingsworth St	Portland	97217	7,904
LIBRARY	601	CENTRAL LIBRARY	801 SW 10th Av	Portland	97205	122,211
LIBRARY	603	BELMONT LIBRARY	1038 SE 39th Av	Portland	97214	2,924
LIBRARY	607	GRESHAM LIBRARY	385 NW Miller Av	Gresham	97030	20,000
LIBRARY	618	WOODSTOCK LIBRARY	6008 SE 49th Av	Portland	97206	5,520

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Department	Facility	Facility Name	Address	City	ZIP	Gross Sq Ft
LIBRARY	606	GREGORY HEIGHTS LIBRARY	7921 NE Sandy Bv	Portland	97213	5,977
LIBRARY	608	HILLSDALE LIBRARY	1525 SW Sunset Bv	Portland	97210	6,800
LIBRARY	605	CAPITAL HILL LIBRARY	10723 SW Capital Hy	Portland	97219	6,060
DEPARTMENT TOTAL						266,614
SHERIFF	314	INVERNESS JAIL	11540 NE Inverness Dr	Portland	97220	96,130
SHERIFF	155	RESTITUTION CENTER	1115 SW 11th Av	Portland	97205	70,000
SHERIFF	307	RIVER PATROL (Columbia)	4325 NE Marine Dr	Portland	97218	2,185
SHERIFF	321	INVERNESS ANNEX	13300 NE Inverness Dr	Portland	97220	5,797
SHERIFF	313	HANSEN BUILDING	12240 NE Glisan St	Portland	97230	49,118
SHERIFF	316	HANSEN REFUELING STATION	12338 NE Glisan St	Portland	97230	1,500
SHERIFF	318	SHERIFFS WAREHOUSE	12240 NE Glisan St	Portland	97230	9,900
SHERIFF	320	INVERNESS LAUNDRY	11310 NE Inverness Dr	Portland	97220	6,600
SHERIFF	331	CORRECTIONAL FACILITY	1906 SW Halsey St	Troutdale	97060	22,000
DEPARTMENT TOTAL						263,230
NON DEPT	001	OSU EXTENSION SERVICE	211 SE 80th Av	Portland	97215	9,116
DEPARTMENT TOTAL						9,116
ALL DEPARTMENTS						2,274,454

Leased Facilities by Department

Department	Facility	Facility Name	Address	City	ZIP	Gross Sq Ft
MULTI-AGENCY	106	PORTLAND BUILDING	1120 SW 5th Av	Portland	97204	39,138
MULTI-AGENCY	166	COMMONWEALTH BUILDING	421 SW 6th Av	Portland	97204	102,538
MULTI-AGENCY	347	BRENTWOOD DARLINGTON CENTER	7211 SE 62nd Av	Portland	97206	200
DEPARTMENT TOTAL						141,876
AGING & DISB	226	ADS/DSO (North)	4925 N Albina Av	Portland	97217	9,356
AGING & DISB	337	ADS (Gresham)	501 NW Hood Av	Gresham	97030	9,500
AGING & DISB	339	EAST PORTLAND COMMUNITY CENTER	SE 106th & Stark St	Portland	97216	790
AGING & DISB	409	TABOR SQUARE	4610 SE Belmont St	Portland	97215	32,439
AGING & DISB	303	ADS (Central)	2900 SE 122nd Av	Portland	97236	21,610
AGING & DISB	211	ADS (West)	1430 SW Broadway St	Portland	97201	5,842
AGING & DISB	433	ADS/DSO (Southeast)	2446 SE Ladd Av	Portland	97214	7,376
AGING & DISB	436	ADS/DSO (East)	3552 SE 122nd Av	Portland	97236	13,324
AGING & DISB	109	ADS/DSO (West)	1139 SW 11th Av	Portland	97205	7,560
DEPARTMENT TOTAL						107,797
DA	220	DA/Americorps Safety Coordinator	303 NE Holladay St	Portland	97232	0
DA	346	BRENTWOOD DARLINGTON/DA	5416 SE Flavel Dr	Portland	97206	350
DA	141	SECURITY PACIFIC PLAZA	1001 SW 5th Av	Portland	97204	7,067
DEPARTMENT TOTAL						7,417
HEALTH	334	GATEWAY DENTAL CLINIC	887 NE 102nd Av	Portland	97220	5,400
HEALTH	340	MARLEEN BUILDING	20 NE 10th Av, 2nd Floor	Portland	97232	3,500

Department	Facility	Facility Name	Address	City	ZIP	Gross Sq Ft
HEALTH	373	TEEN HEALTH CLINIC (George Middle School)	10000 N Burr St	Portland	97203	0
HEALTH	329	HOMELESS YOUTH CLINIC	5300 NE Cully Bv	Portland	97218	689
HEALTH	323	NORTH PORTLAND CLINIC/PHARMACY	8918 N Woolsey Ct/8981-83 N Dana Av	Portland	97203	6,500
HEALTH	312	VECTOR CONTROL	5235 N Columbia Bv	Portland	97203	6,730
HEALTH	306	TEEN HEALTH CLINIC (Madison)	2735 NE 82nd Av	Portland	97266	0
HEALTH	261	TEEN HEALTH CLINIC (Roosevelt)	6941 N Central St	Portland	97203	0
HEALTH	251	TEEN HEALTH CLINIC (Jefferson)	5210 N Kerby Av	Portland	97217	0
HEALTH	305	TEEN HEALTH CLINIC (Parkrose)	11717 NE Shaver St	Portland	97220	3,130
HEALTH	415	TEEN HEALTH CLINIC (Grant)	2245 NE 36th Av	Portland	97212	0
HEALTH	461	TEEN HEALTH CLINIC (Lane)	7200 SE 60th Av	Portland	97206	0
HEALTH	434	TEEN HEALTH CLINIC (Lincoln Park)	13299 SE Lincoln St	Portland	97236	0
HEALTH	431	TEEN HEALTH CLINIC (Marshall)	3905 SE 91st Av	Portland	97266	0
HEALTH	363	TEEN HEALTH CLINIC (Whitaker)	5700 NE 39th Av	Portland	97211	0
HEALTH	364	TEEN HEALTH CLINIC (George)	10000 N Burr Av	Portland	97203	0
HEALTH	383	TEEN HEALTH CLINIC (Portsmouth)	5103 N Willis Bv	Portland	97203	0
HEALTH	389	HD/Lead Screening	5611 N Albina Av	Portland	97217	2,120
HEALTH	429	TEEN HEALTH CLINIC (Cleveland)	3400 SE 26th Av	Portland	97214	0
DEPARTMENT TOTAL						28,069
JUV & ADULT	162	JACJ/Probation & Parole (West)	412 SW 12th Av	Portland	97205	17,327
JUV & ADULT	219	JACJ/WTS (Gazelle)	5239 NE 25th Av	Portland	97211	2,619
JUV & ADULT	221	JACJ/Probation & Parole (NE)	2205 NE Columbia Bv	Portland	97211	9,987

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Department	Facility	Facility Name	Address	City	ZIP	Gross Sq Ft
JUV & ADULT	345	LOGAN BUILDING	407 NE 12th Av	Portland	97232	6,900
JUV & ADULT	465	JACJ/Juvenile (SE)	4506 SE 64th Av	Portland	97206	140
JUV & ADULT	304	JACJ/Probation & Parole (East)	1415-B SE 122nd Av	Portland	97216	4,972
JUV & ADULT	393	JACJ/Probation & Parole (Peninsula)	7220 N Lombard St	Portland	97203	7,560
JUV & ADULT	360	JACJ/WTS (Couch)	736 NE Couch St, #170	Portland	97232	3,804
JUV & ADULT	359	JACJ/CAPO (Columbia Villa)	9025 N Dana Av	Portland	97203	0
JUV & ADULT	357	JACJ/Juvenile (Columbia Villa)	9011 N Dana Av	Portland	97203	1,000
JUV & ADULT	356	JACJ/Juvenile (King Facility)	4815 NE 7th Av	Portland	97211	800
JUV & ADULT	245	JACJ/Volunteer Unit	727 NE 24th Av	Portland	97232	8,820
DEPARTMENT TOTAL						63,929
LIBRARY	602	ALBINA LIBRARY	3605 NE 15th Av	Portland	97212	3,200
DEPARTMENT TOTAL						3,200
SHERIFF	351	SHERIFF STORAGE	5622 NE Hassalo St	Portland	97213	8,400
SHERIFF	423	SAFETY ACTION (Rockwood)	18719 SE Stark St	Portland	97233	1,675
SHERIFF	369	SAFETY ACTION (David Douglas)	1500 SE 130th Av	Portland	97233	864
SHERIFF	214	INVERNESS JAIL CONSTRUCTION STORAGE	11540 NE Inverness Dr	Portland	97220	6,000
SHERIFF	142	OREGON NATIONAL BUILDING	610 SW Alder St	Portland	97204	7,172
DEPARTMENT TOTAL						24,111
NON DEPT	406	GRESHAM DISTRICT COURT	150 W Powell Bv	Gresham	97034	5,362
DEPARTMENT TOTAL						5,362
ALL DEPARTMENTS						381,761

Multi-Agency Building Tenants

Facility Name	Facility	Agency Name	Space	Net Space
COURTHOUSE	101			
		CORE	101-00	35,010
		DISTR ATTNY	101-18	13,212
		DISTR ATTNY	101-19	18,035
		JUV & ADULT	101-01	1,189
		NON DEPT	101-09	14,359
		NON DEPT	101-16	100
		NON DEPT	101-15	9,775
		NON DEPT	101-14	3,160
		NON DEPT	101-13	12,474
		NON DEPT	101-12	6,111
		NON DEPT	101-10	23,380
		NON DEPT	101-06	28,865
		NON DEPT	101-08	26,881
		NON DEPT	101-07	29,576
		NON DEPT	101-05	799
		NON DEPT	101-11	3,177
		NON DEPT	101-04	11,149
		SHERIFF	101-03	7,688
		SHERIFF	101-02	2,320
		SUPPORT SVCS	101-17	1,215
COURTHOUSE	101		Sum	248,475

Facility Name	Facility	Agency Name	Space	Net Space
PORTLAND BUILDING	106			
		CORE	106-00	8,645
		NON DEPT	106-12	3,840
		NON DEPT	106-02	741
		NON DEPT	106-11	3,042
		NON DEPT	106-13	185
		NON DEPT	106-10	2,255
		SUPPORT SVCS	106-05	879
		SUPPORT SVCS	106-04	5,886
		SUPPORT SVCS	106-09	994
		SUPPORT SVCS	106-08	928
		SUPPORT SVCS	106-07	2,276
		SUPPORT SVCS	106-06	4,937
		SUPPORT SVCS	106-03	3,870
		SUPPORT SVCS	106-01	660
PORTLAND BUILDING	106		Sum	39,138

Facility Name	Facility	Agency Name	Space	Net Space
McCOY BUILDING	160			
		CORE	160-00	28,817
		DES	160-22	508
		HEALTH DEPT	160-03	2,597
		HEALTH DEPT	160-04	466
		HEALTH DEPT	160-02	941
		HEALTH DEPT	160-01	1,702
		HEALTH DEPT	160-10	2,413
		HEALTH DEPT	160-08	4,557
		HEALTH DEPT	160-11	7,688
		HEALTH DEPT	160-05	398
		HEALTH DEPT	160-06	3,708
		HEALTH DEPT	160-20	7,978
		HEALTH DEPT	160-16	67
		HEALTH DEPT	160-13	977
		HEALTH DEPT	160-09	7,868
		HEALTH DEPT	160-15	7,708
		HEALTH DEPT	160-17	6,449
		HEALTH DEPT	160-07	882
		HEALTH DEPT	160-12	702
		HEALTH DEPT	160-18	5,126
		HEALTH DEPT	160-19	5,009
		HEALTH DEPT	160-14	774
		NON DEPT	160-23	1,861
		NON DEPT	160-21	3,697
McCOY BUILDING	160		Sum	102,893

Facility Name	Facility	Agency Name	Space	Net Space
MEAD BUILDING	161			
		AGING & DISB	161-13A	4,498
		AGING & DISB	161-23	1,180
		AGING & DISB	161-14	1,180
		AGING & DISB	161-13B	4,497
		AGING & DISB	161-11	3,755
		BILL DIRECT	161-22	5,774
		BILL DIRECT	161-15	3,711
		BILL DIRECT	161-20	890
		BILL DIRECT	161-21	430
		BILL DIRECT	161-19	1,674
		BILL DIRECT	161-18	1,962
		BILL DIRECT	161-17	1,278
		BILL DIRECT	161-16	1,153
		CORE	161-00	22,540
		HEALTH DEPT	161-01	1,338
		HEALTH DEPT	161-04	1,587
		HEALTH DEPT	161-03	2,488
		HEALTH DEPT	161-02	1,338
		JUV & ADULT	161-06	4,539
		JUV & ADULT	161-12	7,362
		JUV & ADULT	161-05	1,490
		NON DEPT	161-07	2,297
		SUPPORT SVCS	161-08	1,407
		SUPPORT SVCS	161-10	3,911
		SUPPORT SVCS	161-09	1,606
MEAD BUILDING	161		Sum	83,885

Facility Name	Facility	Agency Name	Space	Net Space
COMMONWEALTH BUILDING	166			
		COMM/FAMILY	166-05	790
		COMM/FAMILY	166-02	65,443
		COMM/FAMILY	166-04	3,359
		DES	166-01	29,705
		NON DEPT	166-03	3,241
COMMONWEALTH BUILDING	166		Sum	102,538

Facility Name	Facility	Agency Name	Space	Net Space
NORTHEAST HEALTH CLINIC	322			
		AGING & DISB	322-01	17,015
		AGING & DISB	322-02	991
		CORE	322-00	17,224
		DES	322-11	5,709
		HEALTH DEPT	322-05	3,700
		HEALTH DEPT	322-04	1,362
		HEALTH DEPT	322-06	1,765
		HEALTH DEPT	322-07	3,514
		HEALTH DEPT	322-08	861
		HEALTH DEPT	322-09	11,538
		HEALTH DEPT	322-10	1,985
		HEALTH DEPT	322-12	9,178
		HEALTH DEPT	322-P1	0
		HEALTH DEPT	322-03	267
NORTHEAST HEALTH CLINIC	322		Sum	75,109

Facility Name	Facility	Agency Name	Space	Net Space
KELLY BUILDING	327			
		BILL DIRECT	327-04	1,988
		BILL DIRECT	327-03	14,735
		CORE	327-00	1,517
		SUPPORT SVCS	327-01	9,614
		SUPPORT SVCS	327-02	10,745
		SUPPORT SVCS	327-P1	0
		SUPPORT SVCS	327-P2	0
KELLY BUILDING	327		Sum	38,599

Facility Name	Facility	Agency Name	Space	Net Space
BRENTWOOD DARLINGTON CENTER	347			
		AGING & DISB	347-02	100
		COMM/FAMILY	347-01	100
		JUV & ADULT	347-03	100
BRENTWOOD DARLINGTON CENTER	347		Sum	300

Facility Name	Facility	Agency Name	Space	Net Space
GRESHAM NEIGHBORHOOD CENTER	403			
		AGING & DISB	400-01	9,668
		CORE	400-00	12,427
		HEALTH DEPT	400-03	6,447
		HEALTH DEPT	400-02	968
GRESHAM NEIGHBORHOOD CENTER	403		Sum	29,510

Facility Name	Facility	Agency Name	Space	Net Space
MORRISON BUILDING	412			
		COMM/FAMILY	412-02	644
		COMM/FAMILY	412-01	1,238
		CORE	412-00	7,773
		DES	412-10	3,094
		DES	412-13	1,488
		DES	412-08	526
		DES	412-14	910
		DES	412-12	1,586
		DES	412-09	1,566
		DES	412-07	5,410
		DES	412-05	2,457
		DES	412-04	2,872
		DES	412-06	586
		DISTR ATTNY	412-03	2,968
		NON DEPT	412-11	907
MORRISON BUILDING	412		Sum	34,025

Facility Name	Facility	Agency Name	Space	Net Space
FORD BUILDING	421			
		BILL DIRECT	421-11	696
		CORE	421-00	16,419
		DES	421-05	382
		DES	421-P1	0
		DES	421-08	28,118
		DES	421-04	15,225
		DES	421-06	2,360
		DES	421-07	2,096
		HEALTH DEPT	421-02	831
		HEALTH DEPT	421-03	327
		HEALTH DEPT	421-01	2,676
		NON DEPT	421-09	4,747
		SUPPORT SVCS	421-10	5,384
		SUPPORT SVCS	421-12	26,255
FORD BUILDING	421		Sum	105,516
			Grand Total	859,988

Space by Agency, Type and Use

Agency Name	Type	Space	Agency	Facility	Core	Office	Warehouse	Clinic	Detention	Special	Revenue	Net Space
AGING & DISB												
	<i>Leased</i>											
		109-01	011	109	0	7,560	0	0	0	0	0	7,560
		211-01	011	211	0	5,842	0	0	0	0	0	5,842
		226-01	011	226	0	9,356	0	0	0	0	0	9,356
		303-01	011	303	0	21,610	0	0	0	0	0	21,610
		337-01	011	337	0	9,500	0	0	0	0	0	9,500
		339-01	011	339	0	0	0	0	0	790	0	790
		347-02	011	347	0	100	0	0	0	0	0	100
		409-01	011	409	0	32,439	0	0	0	0	0	32,439
		433-01	011	433	0	7,376	0	0	0	0	0	7,376
		436-01	011	436	0	13,324	0	0	0	0	0	13,324
	<i>Leased</i>		Subtotal by Type		0	107,107	0	0	0	790	0	107,897
	<i>Owned</i>											
		161-11	011	161	0	3,755	0	0	0	0	0	3,755
		161-13A	011	161	0	4,498	0	0	0	0	0	4,498
		161-13B	011	161	0	4,497	0	0	0	0	0	4,497
		161-14	011	161	0	1,180	0	0	0	0	0	1,180
		161-23	011	161	0	1,180	0	0	0	0	0	1,180
		322-01	011	322	0	1,032	0	0	0	15,983	0	17,015
		322-02	011	322	0	0	991	0	0	0	0	991
		400-01	011	403	0	0	0	0	0	9,668	0	9,668
	<i>Owned</i>		Subtotal by Type		0	16,142	991	0	0	25,651	0	42,784
AGING & DISB			Subtotal by Agency		0	123,249	991	0	0	26,441	0	150,681
BILL DIRECT												
	<i>Owned</i>											
		161-15	031	161	0	0	0	0	0	0	3,711	3,711
		161-16	031	161	0	0	0	0	0	0	1,153	1,153
		161-17	031	161	0	0	0	0	0	0	1,278	1,278
		161-18	031	161	0	0	0	0	0	0	1,962	1,962
		161-19	031	161	0	0	0	0	0	0	1,674	1,674
		161-20	031	161	0	0	0	0	0	0	890	890
		161-21	031	161	0	0	0	0	0	0	430	430
		161-22	031	161	0	0	0	0	0	0	5,774	5,774
		327-03	031	327	0	0	0	0	0	0	14,735	14,735
		327-04	031	327	0	0	0	0	0	0	1,988	1,988

Agency Name	Type	Space	Agency	Facility	Core	Office	Warehouse	Clinic	Detention	Special	Revenue	Net Space
		421-11	031	421	0	0	0	0	0	0	696	696
	Owned		Subtotal by Type		0	0	0	0	0	0	34,291	34,291
BILL DIRECT			Subtotal by Agency		0	0	0	0	0	0	34,291	34,291
COMM/FAMILY												
	Leased											
		166-02	010	166	0	65,443	0	0	0	0	0	65,443
		166-04	010	166	0	3,359	0	0	0	0	0	3,359
		166-05	010	166	0	790	0	0	0	0	0	790
		347-01	010	347	0	0	0	0	0	100	0	100
	Leased		Subtotal by Type		0	69,592	0	0	0	100	0	69,692
	Owned											
		358-01	010	358	0	0	0	0	0	18,771	0	18,771
		412-01	010	412	0	0	1,238	0	0	0	0	1,238
		412-02	010	412	0	644	0	0	0	0	0	644
	Owned		Subtotal by Type		0	644	1,238	0	0	18,771	0	20,653
COMM/FAMILY			Subtotal by Agency		0	70,236	1,238	0	0	18,871	0	90,345
CORE												
	Leased											
		106-00	000	106	8,645	0	0	0	0	0	0	8,645
	Leased		Subtotal by Type		8,645	0	0	0	0	0	0	8,645
	Owned											
		101-00	000	101	35,010	0	0	0	0	0	0	35,010
		119-00	000	119	75,153	0	0	0	0	0	0	75,153
		160-00	000	160	28,817	0	0	0	0	0	0	28,817
		161-00	000	161	22,540	0	0	0	0	0	0	22,540
		311-00	000	311	29,412	0	0	0	0	0	0	29,412
		322-00	000	322	17,224	0	0	0	0	0	0	17,224
		327-00	000	327	1,517	0	0	0	0	0	0	1,517
		400-00	000	403	12,427	0	0	0	0	0	0	12,427
		412-00	000	412	7,773	0	0	0	0	0	0	7,773
		420-00	000	420	8,300	0	0	0	0	0	0	8,300
		421-00	000	421	16,419	0	0	0	0	0	0	16,419
		425-00	000	425	91,047	0	0	0	0	0	0	91,047
		430-00	000	430	6,572	0	0	0	0	0	0	6,572
	Owned		Subtotal by Type		352,211	0	0	0	0	0	0	352,211
CORE			Subtotal by Agency		360,856	0	0	0	0	0	0	360,856
DES												
	Leased											
		166-01	030	166	0	29,705	0	0	0	0	0	29,705

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Agency Name	Type	Space	Agency	Facility	Core	Office	Warehouse	Clinic	Detention	Special	Revenue	Net Space
	Leased		Subtotal by Type		0	29,705	0	0	0	0	0	29,705
	Owned											
		160-22	030	160	0	0	0	0	0	508	0	508
		316-01	030	316	0	0	0	0	0	1,500	0	1,500
		322-11	030	322	0	0	0	0	0	5,709	0	5,709
		324-01	030	324	0	0	0	0	0	17,725	0	17,725
		412-04	030	412	0	0	2,872	0	0	0	0	2,872
		412-05	030	412	0	2,457	0	0	0	0	0	2,457
		412-06	030	412	0	0	586	0	0	0	0	586
		412-07	030	412	0	5,410	0	0	0	0	0	5,410
		412-08	030	412	0	526	0	0	0	0	0	526
		412-09	030	412	0	1,566	0	0	0	0	0	1,566
		412-10	030	412	0	3,094	0	0	0	0	0	3,094
		412-12	030	412	0	349	1,237	0	0	0	0	1,586
		412-13	030	412	0	1,488	0	0	0	0	0	1,488
		412-14	030	412	0	910	0	0	0	0	0	910
		414-01	030	414	0	0	0	0	0	40,400	0	40,400
		420-04	030	420	0	777	0	1,111	0	0	0	1,888
		421-04	030	421	0	627	14,598	0	0	0	0	15,225
		421-05	030	421	0	382	0	0	0	0	0	382
		421-06	030	421	0	0	2,360	0	0	0	0	2,360
		421-07	030	421	0	0	0	0	0	2,096	0	2,096
		421-08	030	421	0	7,541	16,187	0	0	4,390	0	28,118
		424-01	030	424	0	0	0	0	0	3,840	0	3,840
		425-01	030	425	0	4,175	240	0	0	500	0	4,915
		425-02	030	425	0	1,513	444	0	0	0	0	1,957
		425-03	030	425	0	1,167	121	0	0	0	0	1,288
		425-04	030	425	0	140	0	0	0	0	0	140
		425-05	030	425	0	951	1,258	0	0	0	0	2,209
		425-06	030	425	0	1,469	19,440	0	0	0	0	20,909
		425-07	030	425	0	909	16,798	0	0	3,810	0	21,517
		425-08	030	425	0	0	1,500	0	0	0	0	1,500
		425-09	030	425	0	566	480	0	0	0	0	1,046
		425-10	030	425	0	315	0	0	0	0	0	315
		425-11	030	425	0	400	2,400	0	0	33,852	0	36,652
		425-12	030	425	0	157	0	0	0	1,843	0	2,000
		427-01	030	427	0	0	0	0	0	4,195	0	4,195
		432-01	030	432	0	0	0	0	0	5,660	0	5,660
		446-01	030	446	0	0	0	0	0	10,750	0	10,750

Agency Name	Type	Space	Agency	Facility	Core	Office	Warehouse	Clinic	Detention	Special	Revenue	Net Space
	Owned		Subtotal by Type		0	36,889	80,521	1,111	0	136,778	0	255,299
DES			Subtotal by Agency		0	66,594	80,521	1,111	0	136,778	0	285,004
DISTR ATTN												
	Leased											
		141-01	023	141	0	7,067	0	0	0	0	0	7,067
		346-01	023	346	0	350	0	0	0	0	0	350
	Leased		Subtotal by Type		0	7,417	0	0	0	0	0	7,417
	Owned											
		101-18	023	101	0	13,212	0	0	0	0	0	13,212
		101-19	023	101	0	18,035	0	0	0	0	0	18,035
		119-02	023	119	0	3,480	0	0	0	0	0	3,480
		119-03	023	119	0	3,480	0	0	0	0	0	3,480
		119-04	023	119	0	0	384	0	0	0	0	384
		311-22	023	311	0	5,442	0	0	0	0	0	5,442
		315-01	023	315	0	3,300	5,235	0	0	1,400	0	9,935
		412-03	023	412	0	2,968	0	0	0	0	0	2,968
	Owned		Subtotal by Type		0	49,917	5,619	0	0	1,400	0	56,936
DISTR ATTN			Subtotal by Agency		0	57,334	5,619	0	0	1,400	0	64,353
HEALTH DEPT												
	Leased											
		305-01	015	305	0	0	0	3,130	0	0	0	3,130
		312-01	015	312	0	0	0	0	0	6,730	0	6,730
		323-01	015	323	0	0	0	4,334	0	0	0	4,334
		323-02	015	323	0	0	0	2,166	0	0	0	2,166
		329-01	015	329	0	0	0	0	0	689	0	689
		334-01	015	334	0	0	0	5,400	0	0	0	5,400
		340-01	015	340	0	3,500	0	0	0	0	0	3,500
		389-01	015	389	0	2,120	0	0	0	0	0	2,120
	Leased		Subtotal by Type		0	5,620	0	15,030	0	7,419	0	28,069
	Owned											
		119-01	015	119	0	0	0	5,008	0	0	0	5,008
		155-01	015	155	0	0	0	600	0	0	0	600
		160-01	015	160	0	1,702	0	0	0	0	0	1,702
		160-02	015	160	0	941	0	0	0	0	0	941
		160-03	015	160	0	2,597	0	0	0	0	0	2,597
		160-04	015	160	0	466	0	0	0	0	0	466
		160-05	015	160	0	398	0	0	0	0	0	398
		160-06	015	160	0	3,708	0	0	0	0	0	3,708
		160-07	015	160	0	882	0	0	0	0	0	882

Agency Name	Type	Space	Agency	Facility	Core	Office	Warehouse	Clinic	Detention	Special	Revenue	Net Space
		160-08	015	160	0	2,951	0	1,606	0	0	0	4,557
		160-09	015	160	0	5,781	0	2,087	0	0	0	7,868
		160-10	015	160	0	2,413	0	0	0	0	0	2,413
		160-11	015	160	0	6,548	0	1,140	0	0	0	7,688
		160-12	015	160	0	702	0	0	0	0	0	702
		160-13	015	160	0	977	0	0	0	0	0	977
		160-14	015	160	0	774	0	0	0	0	0	774
		160-15	015	160	0	5,412	0	2,296	0	0	0	7,708
		160-16	015	160	0	67	0	0	0	0	0	67
		160-17	015	160	0	0	6,449	0	0	0	0	6,449
		160-18	015	160	0	5,126	0	0	0	0	0	5,126
		160-19	015	160	0	668	1,418	2,923	0	0	0	5,009
		160-20	015	160	0	7,978	0	0	0	0	0	7,978
		161-01	015	161	0	1,338	0	0	0	0	0	1,338
		161-02	015	161	0	1,338	0	0	0	0	0	1,338
		161-03	015	161	0	2,488	0	0	0	0	0	2,488
		161-04	015	161	0	1,587	0	0	0	0	0	1,587
		311-01	015	311	0	0	0	2,795	0	0	0	2,795
		322-03	015	322	0	267	0	0	0	0	0	267
		322-04	015	322	0	657	0	705	0	0	0	1,362
		322-05	015	322	0	3,700	0	0	0	0	0	3,700
		322-06	015	322	0	397	0	1,368	0	0	0	1,765
		322-07	015	322	0	0	3,514	0	0	0	0	3,514
		322-08	015	322	0	0	861	0	0	0	0	861
		322-09	015	322	0	5,153	0	6,385	0	0	0	11,538
		322-10	015	322	0	445	0	1,540	0	0	0	1,985
		322-12	015	322	0	0	9,178	0	0	0	0	9,178
		331-01	015	331	0	0	0	450	0	0	0	450
		400-02	015	403	0	968	0	0	0	0	0	968
		400-03	015	403	0	4,054	0	2,393	0	0	0	6,447
		420-01	015	420	0	361	0	1,301	0	0	0	1,662
		420-02	015	420	0	2,028	0	0	0	0	0	2,028
		420-03	015	420	0	1,408	0	1,028	0	0	0	2,436
		420-05	015	420	0	1,813	0	5,390	0	0	0	7,203
		421-01	015	421	0	2,676	0	0	0	0	0	2,676
		421-02	015	421	0	831	0	0	0	0	0	831
		421-03	015	421	0	327	0	0	0	0	0	327
		430-01	015	430	0	1,850	0	1,120	0	0	0	2,970
		430-02	015	430	0	1,455	0	0	0	0	0	1,455

Agency Name	Type	Space	Agency	Facility	Core	Office	Warehouse	Clinic	Detention	Special	Revenue	Net Space
		430-03	015	430	0	830	0	1,790	0	0	0	2,620
		430-04	015	430	0	2,650	0	5,000	0	0	0	7,650
	Owned		Subtotal by Type		0	88,712	21,420	46,925	0	0	0	157,057
HEALTH DEPT			Subtotal by Agency		0	94,332	21,420	61,955	0	7,419	0	185,126
JUV & ADULT												
	Leased											
		162-01	022	162	0	17,327	0	0	0	0	0	17,327
		219-01	022	219	0	0	0	0	0	2,619	0	2,619
		221-01	022	221	0	9,987	0	0	0	0	0	9,987
		245-01	022	245	0	8,820	0	0	0	0	0	8,820
		304-01	022	304	0	4,972	0	0	0	0	0	4,972
		345-01	022	345	0	8,820	0	0	0	0	0	8,820
		347-03	022	347	0	100	0	0	0	0	0	100
		356-01	022	356	0	800	0	0	0	0	0	800
		357-01	022	357	0	500	0	0	0	0	0	500
		357-02	022	357	0	500	0	0	0	0	0	500
		360-01	022	360	0	0	0	0	0	3,804	0	3,804
		393-01	022	393	0	7,560	0	0	0	0	0	7,560
		408-01	022	465	0	140	0	0	0	0	0	140
	Leased		Subtotal by Type		0	59,526	0	0	0	6,423	0	65,949
	Owned											
		101-01	022	101	0	1,189	0	0	0	0	0	1,189
		161-05	022	161	0	1,490	0	0	0	0	0	1,490
		161-06	022	161	0	4,539	0	0	0	0	0	4,539
		161-12	022	161	0	7,362	0	0	0	0	0	7,362
		311-02	022	311	0	3,172	0	0	0	0	0	3,172
		311-03	022	311	0	0	0	0	0	1,657	0	1,657
		311-04	022	311	0	0	0	0	12,765	0	0	12,765
		311-05	022	311	0	0	0	0	6,206	0	0	6,206
		311-06	022	311	0	0	0	0	720	0	0	720
		311-07	022	311	0	0	0	0	5,400	0	0	5,400
		311-08	022	311	0	0	0	0	5,400	0	0	5,400
		311-09	022	311	0	0	0	0	5,400	0	0	5,400
		311-10	022	311	0	0	0	0	5,908	0	0	5,908
		311-11	022	311	0	0	0	0	5,400	0	0	5,400
		311-12	022	311	0	0	0	0	5,400	0	0	5,400
		311-13	022	311	0	0	0	0	5,400	0	0	5,400
		311-14	022	311	0	0	0	0	5,400	0	0	5,400
		311-15	022	311	0	0	0	0	5,409	0	0	5,409

Agency Name	Type	Space	Agency	Facility	Core	Office	Warehouse	Clinic	Detention	Special	Revenue	Net Space
		311-16	022	311	0	0	0	0	6,307	0	0	6,307
		311-17	022	311	0	0	0	0	6,300	0	0	6,300
		311-18	022	311	0	15,390	0	0	0	0	0	15,390
		311-19	022	311	0	4,391	0	0	0	0	0	4,391
		311-20	022	311	0	7,123	0	0	0	0	0	7,123
		311-21	022	311	0	5,168	0	0	0	0	0	5,168
		402-01	022	402	0	0	0	0	0	6,028	0	6,028
		407-01	022	407	0	0	0	0	0	4,400	0	4,400
		481-01	022	481	0	0	0	0	0	7,907	0	7,907
	Owned		Subtotal by Type		0	49,824	0	0	81,415	19,992	0	151,231
JUV & ADULT			Subtotal by Agency		0	109,350	0	0	81,415	26,415	0	217,180
LIBRARY												
	Leased											
		602-01	080	602	0	0	0	0	0	3,200	0	3,200
	Leased		Subtotal by Type		0	0	0	0	0	3,200	0	3,200
	Owned											
		317-01	080	317	0	0	0	0	0	37,560	0	37,560
		601-01	080	601	0	0	0	0	0	122,211	0	122,211
		603-01	080	603	0	0	0	0	0	2,924	0	2,924
		605-01	080	605	0	0	0	0	0	6,060	0	6,060
		606-01	080	606	0	0	0	0	0	5,997	0	5,997
		607-01	080	607	0	0	0	0	0	20,000	0	20,000
		608-01	080	608	0	0	0	0	0	6,800	0	6,800
		609-01	080	609	0	0	0	0	0	6,060	0	6,060
		610-01	080	610	0	0	0	0	0	7,613	0	7,613
		611-01	080	611	0	0	0	0	0	25,989	0	25,989
		612-01	080	612	0	0	0	0	0	7,904	0	7,904
		614-01	080	614	0	0	0	0	0	5,724	0	5,724
		615-01	080	615	0	0	0	0	0	4,068	0	4,068
		616-01	080	616	0	0	0	0	0	2,204	0	2,204
		618-01	080	618	0	0	0	0	0	5,520	0	5,520
	Owned		Subtotal by Type		0	0	0	0	0	266,634	0	266,634
LIBRARY			Subtotal by Agency		0	0	0	0	0	269,834	0	269,834
NON DEPT												
	Leased											
		106-02	050	106	0	741	0	0	0	0	0	741
		106-10	050	106	0	2,255	0	0	0	0	0	2,255
		106-11	050	106	0	3,042	0	0	0	0	0	3,042
		106-12	050	106	0	3,840	0	0	0	0	0	3,840

Agency Name	Type	Space	Agency	Facility	Core	Office	Warehouse	Clinic	Detention	Special	Revenue	Net Space
		106-13	050	106	0	185	0	0	0	0	0	185
		166-03	050	166	0	3,241	0	0	0	0	0	3,241
		406-01	050	406	0	0	0	0	0	5,362	0	5,362
	Leased		Subtotal by Type		0	13,304	0	0	0	5,362	0	18,666
	Owned											
		001-01	050	001	0	0	0	0	0	9,116	0	9,116
		101-04	050	101	0	1,068	10,081	0	0	0	0	11,149
		101-05	050	101	0	799	0	0	0	0	0	799
		101-06	050	101	0	23,665	0	0	0	5,200	0	28,865
		101-07	050	101	0	29,576	0	0	0	0	0	29,576
		101-08	050	101	0	26,881	0	0	0	0	0	26,881
		101-09	050	101	0	14,359	0	0	0	0	0	14,359
		101-10	050	101	0	23,380	0	0	0	0	0	23,380
		101-11	050	101	0	0	0	0	0	3,177	0	3,177
		101-12	050	101	0	6,111	0	0	0	0	0	6,111
		101-13	050	101	0	12,474	0	0	0	0	0	12,474
		101-14	050	101	0	0	0	0	0	3,160	0	3,160
		101-15	050	101	0	0	0	0	0	9,775	0	9,775
		101-16	050	101	0	0	0	0	0	100	0	100
		119-06	050	119	0	2,965	0	0	0	8,051	0	11,016
		160-21	050	160	0	0	3,697	0	0	0	0	3,697
		160-23	050	160	0	0	1,353	0	0	0	508	1,861
		161-07	050	161	0	2,297	0	0	0	0	0	2,297
		311-23	050	311	0	0	0	0	0	19,317	0	19,317
		412-11	050	412	0	907	0	0	0	0	0	907
		421-09	050	421	0	0	4,747	0	0	0	0	4,747
	Owned		Subtotal by Type		0	144,482	19,878	0	0	57,896	508	222,764
NON DEPT			Subtotal by Agency		0	157,786	19,878	0	0	63,258	508	241,430
SHERIFF												
	Leased											
		142-01	025	142	0	7,172	0	0	0	0	0	7,172
		214-01	025	214	0	0	6,000	0	0	0	0	6,000
		351-01	025	351	0	8,400	0	0	0	0	0	8,400
		369-01	025	369	0	0	0	0	0	864	0	864
		423-01	025	423	0	0	0	0	0	1,675	0	1,675
	Leased		Subtotal by Type		0	15,572	6,000	0	0	2,539	0	24,111
	Owned											
		101-02	025	101	0	2,320	0	0	0	0	0	2,320
		101-03	025	101	0	0	0	0	7,688	0	0	7,688

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Agency Name	Type	Space	Agency	Facility	Core	Office	Warehouse	Clinic	Detention	Special	Revenue	Net Space
		119-05	025	119	0	0	12,296	0	0	0	0	12,296
		119-09	025	119	0	21,627	0	0	179,063	0	0	200,690
		155-02	025	155	0	4,030	0	0	65,370	0	0	69,400
		307-01	025	307	0	700	0	0	0	1,485	0	2,185
		313-01	025	313	0	37,718	9,900	0	0	1,500	0	49,118
		314-01	025	314	0	0	0	2,688	0	0	0	2,688
		314-02	025	314	0	1,000	0	0	82,712	0	0	83,712
		314-03	025	314	0	0	0	0	33,848	0	0	33,848
		318-01	025	318	0	0	0	0	0	9,900	0	9,900
		320-01	025	320	0	0	0	0	0	6,600	0	6,600
		321-01	025	321	0	0	0	0	0	5,797	0	5,797
		331-02	025	331	0	300	0	0	21,250	0	0	21,550
	Owned		Subtotal by Type		0	67,695	22,196	2,688	389,931	25,282	0	507,792
SHERIFF			Subtotal by Agency		0	83,267	28,196	2,688	389,931	27,821	0	531,903
SUPPORT SVCS												
	Leased											
		106-01	070	106	0	660	0	0	0	0	0	660
		106-03	070	106	0	3,870	0	0	0	0	0	3,870
		106-04	070	106	0	5,886	0	0	0	0	0	5,886
		106-05	070	106	0	879	0	0	0	0	0	879
		106-06	070	106	0	4,937	0	0	0	0	0	4,937
		106-07	070	106	0	2,276	0	0	0	0	0	2,276
		106-08	070	106	0	928	0	0	0	0	0	928
		106-09	070	106	0	994	0	0	0	0	0	994
	Leased		Subtotal by Type		0	20,430	0	0	0	0	0	20,430
	Owned											
		101-17	070	101	0	0	0	0	0	1,215	0	1,215
		161-08	070	161	0	0	0	0	0	1,407	0	1,407
		161-09	070	161	0	0	0	0	0	1,606	0	1,606
		161-10	070	161	0	2,927	984	0	0	0	0	3,911
		327-01	070	327	0	1,328	1,767	0	0	6,519	0	9,614
		327-02	070	327	0	10,745	0	0	0	0	0	10,745
		421-10	070	421	0	5,384	0	0	0	0	0	5,384
		421-12	070	421	0	0	26,255	0	0	0	0	26,255
	Owned		Subtotal by Type		0	20,384	29,006	0	0	10,747	0	60,137
SUPPORT SVCS			Subtotal by Agency		0	40,814	29,006	0	0	10,747	0	80,567
Grand Total					360,856	802,962	186,869	65,754	471,346	588,984	34,799	2,511,570

Building Conditions by Rank

Matrix Code

Excellent	Fair	Satisfactory	Poor
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

Facility Name	Location	Building Shell	Building Interior	Seismic Condition	Mechanical System	Electrical System	Operating Cost
601 CENTRAL LIBRARY	Excellent	Good	Excellent	Interior meets current Zone 3 requirements, exterior meets FEMA-178 Life Safe Performance objective.	Good	Good	Good
801 SW 10th Av							
Portland							
Ranking							
1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Score							
0							
Comments	Complete renovation in '97.						
414 ELECTIONS	Very good	Good. Retrofit older windows for increased energy efficiency.	Good	Upgraded to meet current Zone 3 code requirements in '96.	New system installed in '96.	New service, subpanels, branch circuits and wiring in '96.	Good
1040 SE Morrison St							
Portland							
Ranking							
2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Score							
0							
Comments	Building is ideally suited to cyclic workload.						

611	Excellent	Good	Good	Meets current Zone 3 code requirement.	Good	Good	Good
MIDLAND LIBRARY							
805 SE 122nd Av							
Portland							
Ranking							
3	○	○	○	○	○	○	○
Score							
0							
Comments	New building.						
320	Good	Metal clad and metal frame.	Good	Good	Good	Good	Satisfactory
INVERNESS LAUNDRY							
11310 NE Inverness Dr							
Portland							
Ranking							
4	○	○	○	○	○	○	○
Score							○
2							
Comments							
311	Excellent	New facility	Good	Meets current Zone 3 code requirements.	Good	Good	Satisfactory
JUVENILE JUSTICE COMPLEX							
1401 NE 68th Av							
Portland							
Ranking							
5	○	○	○	○	○	○	○
Score							○
2							
Comments							

430	Good	Very good	Very good	Designed to Seismic Zone 2-b.	Adequate	Good	Good
MID COUNTY CLINIC							
12710 SE Division St							
Portland							
Ranking							
6	○	○	○	○	○	○	○
Score							
4							
Comments							
607	Excellent	Very good	Good. Needs partial interior remodel.	Designed to meet Zone 2-b code requirement.	Good	Good	
GRESHAM LIBRARY							
385 NW Miller Av.							
Gresham							
Ranking							
7	○	○	○	○	○	○	○
Score							
4							
Comments	Scheduled for partial interior remodel.						
420	Very good	Very good. Roof is approaching life expectancy.	Very good	Designed to meet Zone 2-b code requirement. Study completed '97.	Good	New service	Moderate
SOUTHEAST CLINIC							
3653 SE 34th Av							
Portland							
Ranking							
8	○	○	○	○	○	○	○
Score							
6							
Comments							

314	Excellent	Very good	Very good	Existing facility designed to Zone 2-b. Addition will meet current code.	Very good	Relatively new service.	Fair.
INVERNESS JAIL							
11540 NE Inverness Dr							
Portland							
Ranking							
9	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Score							
8							
Comments	Completion of the final phase of expansion is scheduled for '99.						
327	Satisfactory. Distant from users.	New roof installed in '96.	Partially updated in '97.	Upgraded to meet Zone 3 code requirements in '96. Essential facility.	Outdated. Inadequate ventilation. (New chiller, boiler, and distribution on City of Portland side.)	Updated in '97	Good for 24 hour operation.
KELLY BUILDING							
4747 E Burnside St							
Portland							
Ranking							
10	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Score							
10							
Comments	Essential facility for City Police.						
315	Good.	Fair to Satisfactory.	Good. Autopsy rooms need updating.	Does not meet current code or FEMA-178 Life Safe Performance objective. Study completed '97.	New HVAC in '97	Needs upgrade of branch circuits and wiring.	Needs lighting upgrade.
MEDICAL EXAMINER/MORGUE							
301 NE Knott St							
Portland							
Ranking							
11	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Score							
12							
Comments	Difficult to replace.						

307	Excellent	Good	Good	New facility will be designed to meet current code.	No ventilation.	Electrical upgrade needed.	Fair
RIVER PATROL (Columbia)							
4325 NE Marine Dr							
Portland							
Ranking							
12	○	○	○	●	○	●	●
Score							
12							
Comments	Scheduled for replacement in Metro's plan to expand boat ramp.						
481	Very Good	Good. Needs roofing work.	Very good. Remodel in '90.	Does not meet current code or FEMA-178 Life Safe Performance objective. Study completed '95.	Inadequate ventilation.	Electrical service upgrade needed.	Moderate
PROBATION (Central)							
421 SE 10th Av							
Portland							
Ranking							
13	○	○	○	●	●	●	○
Score							
12							
Comments							
446	Excellent	Satisfactory	Good	Does not meet current code or FEMA-178 Life Safe Performance objective. To be surveyed.	Satisfactory	Satisfactory	Moderate
BRIDGE MAINTENANCE							
1403 SE Water Av							
Portland							
Ranking							
14	○	○	○	●	○	○	○
Score							
12							
Comments	Specialized facility.						

407	Very good	Very good	Very good	To be studied in '98.	At lifecycle	New lights and emergency lights.	Poor
PROBATION (East)							
495 NE Beech St							
Gresham							
Ranking							
15	○	○	○	○	●	○	●
Score							
14							
Comments							
402	Excellent	Good	Fair to adequate.	Does not meet current code or FEMA-178 Life Safe Performance objective. Study completed '97.	Fair. To be studied.	Needs upgrading.	Satisfactory
WIKMAN BUILDING							
4420 SE 64th Av							
Portland							
Ranking							
16	○	○	●	●	●	●	○
Score							
16							
Comments							
119	Excellent	Exterior needs routine sealing. New roof scheduled for '98.	Very good	Requires attention. Study completed '96.	Building being upgraded to meet the current occupancy and code requirements. Upgraded controls '96.	Fire alarm upgrade in '98.	Good
JUSTICE CENTER							
1120 SW 3rd Av							
Portland							
Ranking							
17	○	●	○	●	○	○	○
Score							
16							
Comments	Essential facility for Portland Police.						

614	Very good	Good. Needs new roof.	Fair.	No code requirement. Meets FEMA-178 Life Safe Performance objective.	Poor. Replace existing system.	Older system.	Fair. Energy efficiency study included in renovation.
ROCKWOOD LIBRARY							
17917 SE Stark St							
Portland							
Ranking							
18	○	○	●	○	●	○	●
Score							
16							
Comments	This branch is scheduled for complete renovation.						
616	Very good	Exterior is not insulated and requires maintenance and repair.	Satisfactory	No code requirement. Meets FEMA-178 Life Safe Performance objective.	Fair	Poor	Satisfactory. Energy efficiency study included in renovation.
SELLWOOD LIBRARY							
7904 SE Milwaukie Av							
Portland							
Ranking							
19	○	○	○	○	●	●	○
Score							
18							
Comments	This branch is scheduled for complete renovation.						
160	Very good	Satisfactory	Floors vary from excellent to good.	Requires attention. Study completed '94.	Needs air distribution and HVAC controls upgrade. Elevator modernization and 1st Floor mechanical system in '98.	Electrical distribution system and emergency generator installed.	Needs air distribution and HVAC controls upgrade.
McCOY BUILDING							
426 SW Stark St							
Portland							
Ranking							
20	○	○	○	●	●	○	●
Score							
22							
Comments							

425	Excellent	Good	Adequate	Requires attention. Study completed '97.	New HVAC controls scheduled for '98.	Motor control panel needs upgrading.	Poor. New HVAC controls scheduled for 98.
YEON SHOPS							
1620 SE 190th Av							
Portland							
Ranking							
21	○	○	○	●	●	●	●
Score							
22							
Comments	Yeon Annex scheduled for completion 1/99.						
358	Excellent	Adequate. Windows need replacement.	Remodel in '95.	Requires attention. Study completed '97.	Satisfactory	Half of main service and lighting needs upgrade.	Fair
HOOPEr DETOX							
20 NE ML King Jr Bv							
Portland							
Ranking							
22	○	○	○	●	○	●	●
Score							
22							
Comments	County provides building for private program.						
161	Good	New roof. Exterior needs sealing and painting.	Good	Requires attention. Study completed '95.	Needs new HVAC system and elevator pressurization. Lighting upgrade scheduled for '98.	Needs electrical and alarm upgrades.	Lighting upgrade scheduled for '98.
MEAD BUILDING							
421 SW 5th Av							
Portland							
Ranking							
23	○	○	○	●	●	●	○
Score							
24							
Comments	10% occupied by retailers.						

606	Good	Satisfactory. Roof needs replacement.	Interior finishes are worn. Restrooms need reconfiguration to meet ADA.	No code requirement. Meets FEMA-178 Life Safe Performance objective.	Poor	Fair. Upgrade alarm systems.	Poor. Energy efficiency study included in renovation.
GREGORY HEIGHTS LIBRARY							
7921 NE Sandy Bv							
Portland							
Ranking							
24	○	○	●	○	●	●	●
Score							
26							
Comments	This branch is scheduled for complete renovation.						
603	Excellent. No parking.	Good	Fair	Renovation will meet FEMA-178 Life Safe Performance objective.	Poor. Residential furnaces. Ducting does not meet code.	Poor. Requires electrical upgrading throughout.	Energy efficiency study included in renovation.
BELMONT LIBRARY							
1038 SE 39th Av							
Portland							
Ranking							
25	○	○	●	●	●	●	○
Score							
26							
Comments	This branch is scheduled for complete renovation and an addition.						
155	Good	Poor. Needs new roof and major tuckpointing.	Satisfactory	Requires attention. Study completed '93.	No A/C or ventilation. Plumbing system needs to be replaced.	Interior lighting needs upgrade.	Moderate
RESTITUTION CENTER							
1115 SW 11th Av							
Portland							
Ranking							
26	○	●	○	●	●	●	○
Score							
32							
Comments							

612	Excellent	Fair. Needs painting and sealing.	Fair. Needs repair, paint, and ADA upgrades.	Hazardous. Renovation will meet FEMA-178 Life Safe Performance objective.	Fair. New boiler system needed.	Poor. Replace existing system.	Fair. Energy efficiency study included in renovation.
NORTH PORTLAND LIBRARY							
512 N Killingsworth St							
Portland							
Ranking							
27	○	●	●	●	●	●	●
Score							
32							
Comments	This branch is scheduled for complete renovation.						
101	Excellent	Needs expensive maintenance.	Varies. Many spaces are poorly arranged and dingy.	Requires attention. Study completed '91.	Needs major new control system. No outside air. 8th Floor has new mechanical system & controls. New chillers.	8th Floor has new electrical system.	Air distribution system and controls need updating.
COURTHOUSE							
1021 SW 4th Av							
Portland							
Ranking							
28	○	●	●	●	●	●	●
Score							
36							
Comments	National Historic Landmark. Age of building makes any improvements expensive.						
322	Excellent	Replace windows on north side. Painting and roof scheduled for FY98.	South side of building completely renovated in '97.	South side upgraded to meet current Zone 3 code requirement. North side to be surveyed.	South side is fair. North side is poor.	Fair. South side has been partially upgraded in '97.	Fair.
NORTHEAST HEALTH CLINIC							
5329 NE ML King Jr Bv							
Portland							
Ranking							
29	○	●	●	●	●	●	●
Score							
36							
Comments	North side being studied for renovation. North building is structurally separate from south side.						

618	Excellent	Poor. Roof needs replacement.	Poor. Evidence of roof leakage and mold on interior walls and ceiling.	New site is being designed to meet current code requirements.	Poor. Replace existing system.	Needs upgrading.	Fair
WOODSTOCK LIBRARY							
6008 SE 49th Av							
Portland							
Ranking							
30	○	●	●	●	●	●	●
Score							
36							
Comments	Scheduled for replacement at existing site.						
609	Very good	Poor. Replace roof, siding, insulation, and glazing.	Fair	Renovation will meet FEMA-178 Life Safe Performance objective.	Fair	Poor	Poor. Energy efficiency study included in renovation.
HOLGATE LIBRARY							
7905 SE Holgate Bv							
Portland							
Ranking							
31	○	●	●	●	●	●	●
Score							
36							
Comments	This branch is scheduled for complete renovation.						
324	Fair. Distant from users.	New roof scheduled for '98. Cinder blocks need surface repair.	Adequate. Difficult to reconfigure.	Does not meet current code or FEMA-178 Life Safe Performance objective. Study completed '97.	Adequate heat. No A/C, no ventilation, old boiler.	New electrical system needed.	Poor
ANIMAL CONTROL							
1700 W Columbia River Hy							
Troutdale							
Ranking							
32	●	○	○	●	●	●	●
Score							
36							
Comments							

317	Satisfactory	Poor. Extensive repair and replacement.	Fair. ADA upgrades required.	Does not meet current code or FEMA-178 Life Safe Performance objective. Study completed '97.	Poor design. HVAC units require replacement.	Fair. Adequate and serviceable.	Poor
LIBRARY ADMINISTRATION/BO							
205 NE Russell St/216 NE Knott St							
Portland							
Ranking							
33	○	●	●	●	●	●	●
Score							
38							
Comments	The second floor is scheduled for interior renovation.						
421	Good. Access and parking problems.	Poor. Needs new windows, roof and tuckpointing.	Poor	Requires attention. Study completed '94.	Inadequate. No A/C or ventilation in majority of the building. HVAC 1st floor only. New boilers in '95	Electrical upgrade in '95	Fair
FORD BUILDING							
2505 SE 11th Av							
Portland							
Ranking							
34	○	●	●	●	●	○	●
Score							
38							
Comments	Long-term use currently being studied.						
615	Very good	Poor. Requires exterior maintenance.	Poor. Interior finishes and ADA upgrades required.	Renovation will meet FEMA-178 Life Safe Performance objective.	Poor	Poor	Fair. Energy efficiency study included in renovation.
ST JOHNS LIBRARY							
7510 N Charleston Av							
Portland							
Ranking							
35	○	●	●	●	●	●	●
Score							
40							
Comments	This branch is scheduled for complete renovation.						

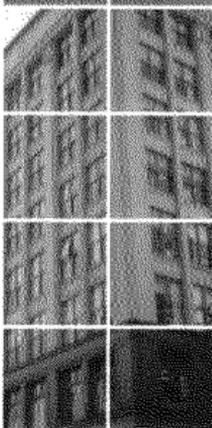
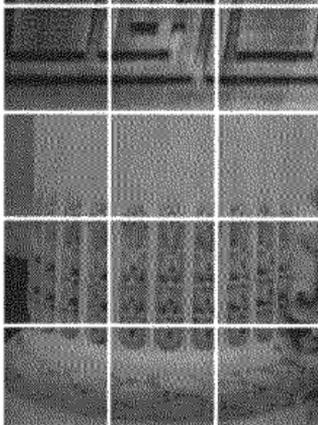
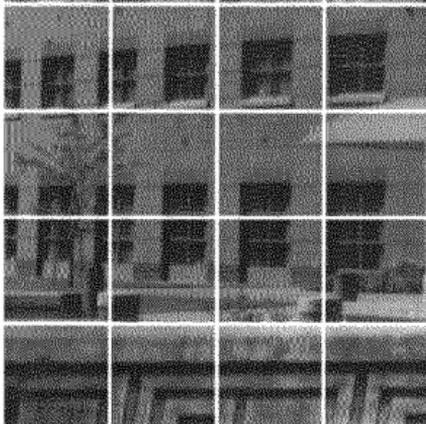
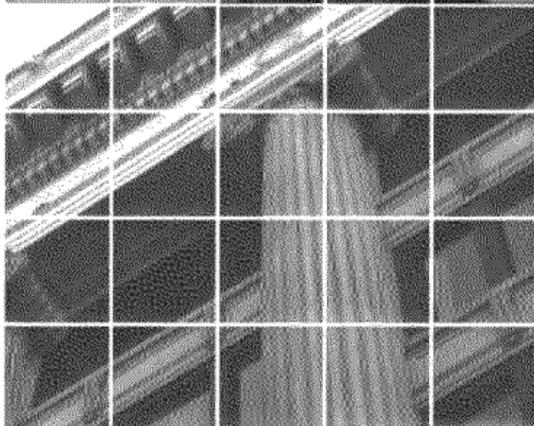
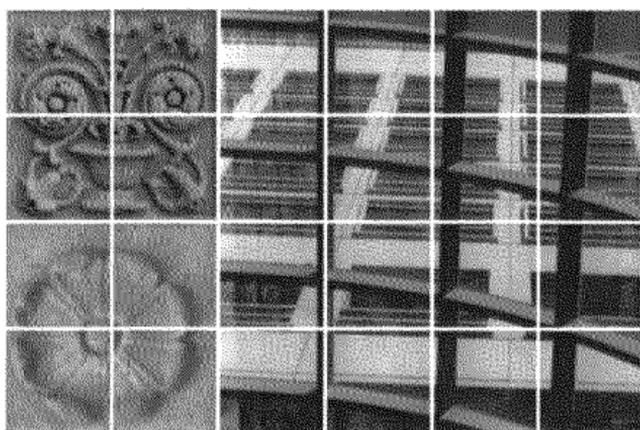
412	Good	Fair. Needs new roof.	Poorly arranged. Dingy, outdated finishes.	Hazardous conditions. Study complete '95.	Old equipment and design. Exhaust and ventilation are inadequate. Equipment past lifecycle.	Electrical system needs upgrade.	Fair
MORRISON BUILDING							
2115 SE Morrison St							
Portland							
Ranking							
36	○	●	●	●	●	●	●
Score							
40							
Comments	Identified for replacement.						
608	Excellent	Poor	Fair	New site is being designed to meet current code requirements.	Poor	Poor	Poor
HILLSDALE LIBRARY							
1525 SW Sunset Bv							
Portland							
Ranking							
37	○	●	●	●	●	●	●
Score							
40							
Comments	Scheduled for replacement. Site search in progress.						
403	Very good	Poor. Expensive repair needed on walls, structure and windows.	Fair	Hazardous. Under quarterly inspection for continued occupancy permit. Study completed '96.	Substandard. Some units past life cycle. No A/C on lower floor. Insufficient outside air.	Main service and emergency lighting need upgrade.	Very poor
GRESHAM NEIGHBORHOOD							
620 NE 2nd							
Gresham							
Ranking							
38	○	●	●	●	●	●	●
Score							
40							
Comments	Scheduled for replacement in '99.						

605	Very good	Roof, siding, insulation, and glazing require replacement.	Fair	Renovation will meet FEMA-178 Life Safe Performance objective.	Poor. Mechanical system requires replacement.	Poor. Inadequate for current need.	Energy efficiency study included in renovation.
CAPITAL HILL LIBRARY							
10723 SW Capital Hy							
Portland							
Ranking							
39	○	●	◐	◐	●	●	●
Score							
40							
Comments	This branch is scheduled for complete renovation.						
313	Poor. Does not meet the county's needs.	Fair. Roof requires replacement.	Difficult to reconfigure.	Hazardous conditions. Study completed '96.	Poor. No A/C or ventilation except auditorium.	Poor	
HANSEN BUILDING							
12240 NE Glisan St							
Portland							
Ranking							
40	●	◐	○	●	●	●	●
Score							
42							
Comments	Identified for replacement.						
610	Excellent	Poor. Needs substantial maintenance, repair, and replacement.	Poor	New site is being designed to meet current code requirements.	Poor	Poor. Requires replacement.	Poor
HOLLYWOOD LIBRARY							
3930 NE Hancock St							
Portland							
Ranking							
41	○	●	●	◐	●	●	●
Score							
44							
Comments	Scheduled for replacement. Site search in progress.						

331	Fair	Poor. Roof scheduled in '98 includes partial seismic upgrade.	Fair	Does not meet current code or FEMA-178 Life Safe Performance objective.	Needs new HVAC system.	Electrical supply needed.	Extremely poor.
CORRECTIONAL FACILITY							
1906 SW Halsey St							
Troutdale							
Ranking							
42							
Score							
44							
Comments	Difficult to replace.						

DEFINITIONS

DEPARTMENT	DEPARTMENT NAME
CORE	Core Space
COMM/FAMILY	Community & Family Services
AGING & DISB	Aging & Disabled Services
HEALTH DEPT	Health Department
JUV & ADULT	Juvenile & Adult Community Justice
DISTR ATTNY	District Attorney
SHERIFF	Sheriff
DES	Environmental Services
BILL DIRECT	Revenue
NON DEPT	Non Departmental
SUPPORT SVCS	Support Services
LIBRARY	Library



MULTNOMAH COUNTY
1998
STRATEGIC
SPACE PLAN

Issues

- Increasing Space Pressure
- Community Based Services
- Financing - Impact of Measures 47/50
- Adoption of 2040 Growth Concept by Metro
- Facility Siting Difficulties
- Market Conditions
- Deterioration of Facilities
- Co-location of Services
- Court Needs
- Lack of Standards
- Public Access Issues
- Increased Dependence on Leases



Mission Statement

The Facilities
& Property Management
Services Division
proactively
and aggressively
plans, maintains,
operates, and manages
all County owned
and leased properties
in a safe, accessible,
and effective manner.

First Year Agenda

New Items

- New Courthouse & Public Safety Services Bldg.
- Hawthorne & Morrison Bridgehead strategy
- Ford Building renovation
- Morrison Building disposition
- Hansen Building disposition
- Gresham Neighborhood Center disposition

Major Funded Ongoing Items

- Library branch renovations
- Inverness Jail - Completion of Phase III
- Yeon - Completion of new addition

Currently Under Study

- Relocate River Patrol - Columbia
- New North Portland Health Clinic facility
- New Jail & Alcohol and Drug facility siting
- New East County facility

Policy Items

- Develop financial strategies for major facility expenditures
- Develop seismic plan
- Implementation of Asset Preservation & Deferred Maintenance funding
- Develop standards for space, furniture, occupancy, environmental, and energy and ADA procedural reviews
- Service delivery plans for each department
- Strategies to promote County visibility

Future Items

- Develop a strategy which addresses the large number of significant leases in the downtown area and the geographic spread of central County administrative departments

5-Year Strategic Directions

Financial

1. Manage County's asset portfolio to maintain or create value
 - a. Asset Preservation Plan
2. Locate long-term County programs in owned, not leased, space
3. Pursue innovative arrangements for financing approaches
 - a. Development offerings
 - b. Public partnerships

Quality

4. Adopt standards for minimum acceptable space and quality levels for County space
5. Provide well-located, accessible, safe, and efficient facilities
 - a. Promote County visibility
6. Incorporate environment sensitive and energy efficient systems
7. Respond to technological innovations

Planning

8. Accommodate current space needs to reduce overcrowding and meet future space needs
 - a. Service delivery plans
9. Support Metro's 2040 Plan
 - a. Mixed use development
 - b. Parking reduction
 - c. Efficient land use
10. Co-locate appropriate County services

MULTNOMAH COUNTY
DEPARTMENT OF ENVIRONMENTAL SERVICES
FACILITIES & PROPERTY MANAGEMENT
07/98

Multnomah County
Facilities and Property Management

1997 Interim Ford Building Feasibility Study
1998 Multnomah County Strategic Space Plan



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B. Introduction	4
C. Six Issues Affecting the Ford Building	5
D. Evaluation	9
E. Options	11
F. Conclusion	14
G. Appendix	A1-A13

A. Executive Summary & Recommendation

Multnomah County is experiencing continued population and program growth. Pressures on existing, older, under-utilized buildings like the Ford Building provide both opportunities and responsibilities for the County. Four options are discussed and analyzed in this report:

Option 1: Do nothing - make only necessary structural improvements to maintain the current occupancy

Option 2: Upgrade the building to an all office occupancy

Option 3: Convert the building to an all warehouse occupancy - make only necessary structural improvements

Option 4: Sell the building

Option 2, upgrading the Ford Building to improved office space with adequate parking, is the most cost effective for the value added of the four options when compared over a 10 year period.

Based on the County facility goals, the financial analysis, an equitable comparison program and future space needs, the team recommends the Ford Building be upgraded for office use with added parking. This is also the only option that preserves and increases the building's asset value.

Financial Summary

(See Section E for details)

Base figures assume warehousing will be provided in the inner east side. Alternate figures assume less expensive warehousing will be provided on Swan Island or in outlying areas. All figures given are an average annual cost for both warehouse and office space.

Option 1: Do Nothing

Base assumption: \$14.69/sf/year

Alternate: \$14.58/sf/year

Option 2: Upgrade to All Office

Base assumption: \$12.54/sf/year, includes structured parking

Alternate: \$11.68/sf/year, includes structured parking

Option 3: Convert to All Warehouse

Base assumption: \$13.28/sf/year

Option 4: Sell Building

Base assumption: \$14.61/sf/year

Multnomah County's Adopted Strategic Space Plan Goals

This recommendation meets the County's facility goals in the following ways:

- Goal 1** Improve facilities to a 40-year useful life to improve functionality of buildings and preserve assets
Several of the improvements planned for upgrading the Ford Building would be required eventually under even the "do nothing" scheme. Upgrading the building secures and improves County assets.
Report Goal 1a: Provide a long-term occupancy and maintenance plan for the Ford Building's deferred maintenance issues.
- Goal 2** Accommodate current space needs to reduce overcrowding
Currently, the Ford Building is being used to house both office and warehouse occupants. These different functions do not have the same type of spatial requirements. The proposed scheme would provide approximately 63,000 net rentable square feet of office space, and the displaced warehouse functions could be located in less expensive space.
- Goal 3** Meet future space needs by acquiring additional facilities to accommodate projected growth
The 63,000 net rentable square feet of office space provided in the recommended scheme would be available to reduce current overcrowding and offset growth needs of Departments relocated to the Ford Building.
Report Goal 3a: Accommodate growth of warehouse and office functions from other buildings and from within the Ford Building.
- Goal 4** Consolidate functions to achieve operational efficiencies and savings
The large size of this building aids its potential efficiency in co-locating functions and departments. The square footage available on each floor of the Ford Building exceeds that of any other County-owned office facility.
Report Goal 4a: Accommodate functions relocating from other buildings.
- Goal 5** Provide well-located, safe and efficient facilities to provide quality customer service and increase employee productivity
High ceilings, large windows and an easily accessed, central location make the Ford Building potentially one of the County's best office buildings. The proposed scheme for renovation would solve current parking and structural problems and increase safety and efficiency for clients and County employees.
- Goal 6** Incorporate environmentally sensitive and energy efficient systems into facilities
Systems need to be upgraded. High ceilings and large windows enhance the Ford Building's capability to be energy efficient.

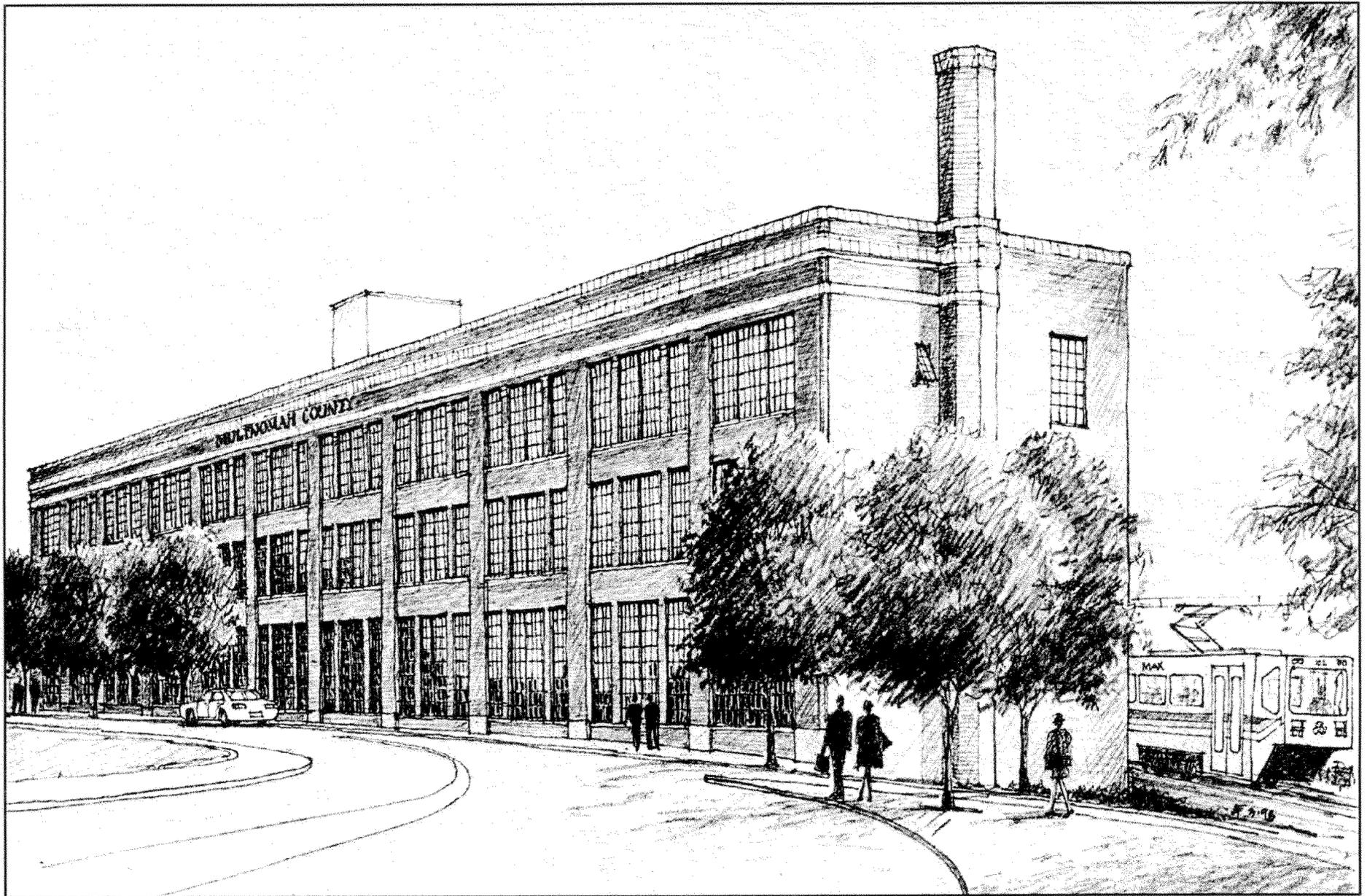
- Goal 7** Respond to technological innovations and incorporate technological rather than spatial solutions when appropriate. *Computers and communication devices are in use. Systems must be upgraded to better accommodate technological advancements.*
- Goal 8** Pursue innovative arrangements for financing approaches including but not limited to: public/private partnerships; ground lease of County properties in high value areas; leaseback and lease-purchase options; land swaps; intergovernmental cooperation (Refer to 1998 Strategic Space Plan for complete analysis of financing approaches and recommendation to locate programs in owned, not leased space) *The proposed scheme creates wealth for the County through the substitution of high quality, investment-grade space for leased space. The long term cost of renovating the Ford Building is less than the cost of equivalent leased space, and the value of the asset will appreciate over the length of the debt service. The County's portfolio will grow by millions of dollars.*
Report Goal 8a: *Provide space in the Ford Building for long-term functions currently in leased space.*

Leadership Role in the Community

Upgrading the building has the added benefit of putting the County in a leadership role in investment in a changing neighborhood. The Ford Building is a notable building in the Central Eastside because of its size and ornamental characteristics. Its physical presence as the largest, tallest building in the neighborhood makes it a "gateway" structure and a pivotal player in determining the character of the neighborhood.

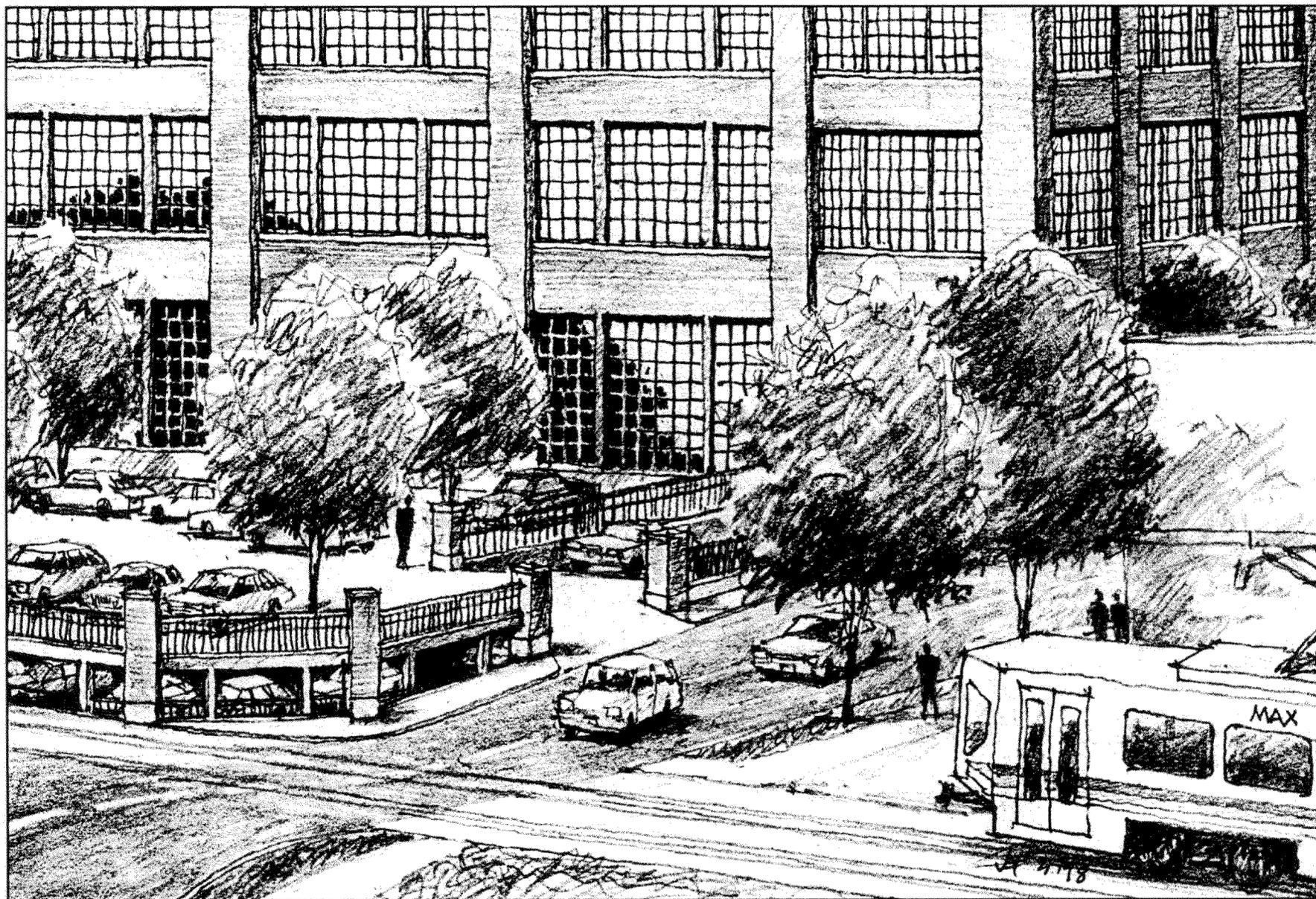
A Good Fit with Multnomah County's Financial Picture

Upgrading the Ford Building to improved office space with adequate parking is the most cost effective for the value added of the four options reviewed when compared over a 10 year period. This is also the only option that actually increases asset value.



Future view from Northwest

The Ford Building
Multnomah County



Future view from Southeast

The Ford Building
Multnomah County

B. Introduction

Background & Approach

In 1997 the County Commissioners requested a study of long-term space needs. The timing of the completion of the study and immediate space pressures within the County resulted in the need to review the Ford Building as soon as possible. The approach of this report is to evaluate the Ford Building in terms of County facility goals, existing conditions and space pressures and to make financial and physical recommendations that fit into the overall County space and financial requirements.

Project Team

Betsy Williams, Consultant, past Department of Environmental Services Director, was hired as the primary lead to develop the 1998 Multnomah County Strategic Space Plan and to survey Departments. A consultant team was hired to complement the County Space Plan Team's knowledge of their facilities with additional development and financial insight. Robertson, Merryman, Barnes Architects, Inc. coordinated the consultant team and developed the Interim Ford Building Feasibility Study.

Consultant Team

Betsy Williams, Consultant
Betsy Williams
Team Leader

Robertson, Merryman, Barnes Architects, Inc.
Linda Barnes, AIA
Julie Livingston, AIA
Planning Analysis

Shiels Oblatz & Johnson
Rick Gustafson
Development Consultant

Leland Consulting Group
Ed Starkie
Financial Consultant

Architectural Cost Consultants
Jim Jerde, AIA
Construction Cost Estimator

County Space Plan Team

Department of Environmental Services
Jim Emerson
Len Sobo
Jon Schrotzberger
Stephen Shatter

C. Six Issues Affecting the Ford Building

(Refer to 1998 Strategic Space Plan for additional County-wide issues affecting facilities)

1. Ford Building Existing Conditions

History

The original Ford Building was built in 1914 as an assembly facility for the Ford Motor Company. After it was closed by Ford in the 1930s it was used as a printing plant, an OLCC storage facility and a warehouse. Multnomah County purchased the building in 1974 and has used it as a central warehouse, a printing facility, a temporary relocation facility for County offices and a permanent location for County offices that have not found space elsewhere. Current office occupants are Facilities & Property Management, Purchasing and special Health Offices.

The building is a City of Portland Landmark. There have been several additions to the building and the interior has been renovated many times, but the building facades and original terra cotta ornament are largely intact. When it was built, the Ford Building was the largest concrete structure on the east side of the Willamette.

Zoning

The Ford Building is currently located in a General Industrial zone (IG1) within the Central City Plan District. Some allowed uses include warehousing & freight movement; industrial service; household living; and parks & open area. A conditional use review is required for retail sales & service and office occupancies exceeding 3,000 square feet in area. No off-street parking is required within the Central City Plan District.

Current Occupants

Total gross square feet		105,732
Total net rentable square feet (without docks)		85,617
<u>Office uses</u>	DES /FM	10,383
	DSS	5,384
	HD	<u>3,834</u>
	<i>subtotal</i>	<i>19,601</i>
<u>Warehouse uses</u>	DSS	32,169 (includes docks)
	City Archives	696
	County Archives	15,225
	State Archives	<u>4,747</u>
	<i>subtotal</i>	<i>52,837</i>
<u>Warehouse related</u>	DES/FM Shops	13,965
	Mailroom	<u>2,096</u>
	<i>subtotal</i>	<i>16,061</i>

Available Parking

Total off-street parking spaces		100
<u>On Site</u>	Fleet parking	34 trucks 12 automobiles
	Employee parking	2 automobiles
<u>City lot</u>	Fleet parking	4 trucks
	Employee parking	24 automobiles
<u>Southern Pacific lot</u>	Employee parking	24 automobiles

Location

The Ford Building is located at the intersection of SE 11th Avenue and Division Street. Rail lines run parallel to the south property line. There are two major disadvantages to the location:

- Noise from frequent trains penetrates the single glazed windows and disrupts conversations. This happens approximately 8-10 times daily.
- Train traffic disrupts north-south travel on SE 11th and SE 12th Avenues, inconveniencing employees and visitors. Vehicles are unable to leave the site when a train is passing.

Other minor disadvantages include a lack of services - there are few nearby restaurants and retail stores.

Advantages of this site include its central location, closeness to downtown, high visibility, and potential light rail access. The Ford Building is the largest centrally located building owned by the County outside of the downtown core and the only building with the loading docks necessary for warehouse and shop functions. It is also the largest general purpose building the County owns.

Physical Condition

- Fair** ● Building Shell: The Ford Building is a concrete three story structure with unreinforced brick infill walls. The existing single glazed steel sash windows are badly rusted, causing bowing, leaks, glass breakage, and damage to the surrounding structure. The existing brick mortar is suffering from lack of maintenance and is in poor shape allowing leaks and damage to interior finishes. The existing built-up roofing is in poor condition, is currently leaking, and is on the 1998 Capital Improvements Plan list. The concrete floor system has reportedly been overstressed or underdesigned for warehouse loading on the 3rd floor. Any proposal of additional loading in this building should be accompanied by further structural analysis and corrections.

Fair ● Building Interior: The building interior is mainly a hodge-podge of additions. Core walls are clay tile masonry and are seismically weak. The structure has the benefit of many windows, good daylighting potential, views and high ceilings.

Poor ● Structural Integrity: A structural report performed in 1961 states the third floor has "suffered an overload and has not recovered from the overstress" resulting from a load of a million pounds of sugar. Other reports indicate that the third floor was overstressed with the load of printing equipment. A 1994 structural review by Roger McGarrigle, PE, concludes the floor slabs will support a uniformly distributed load of at least 100 pounds per square foot (adequate for typical office loading), but that further load testing and structural improvements are necessary.

Poor ● Seismic Condition: A 1993 seismic report by McGarrigle recommends additional testing be performed, including: soils evaluation; concrete core sample tests; and identification of existing reinforcing. Overall, the building was considered as needing immediate attention because of substantial vulnerability to major earthquake damage.

Seismic improvements may be required no matter what approach the County takes. See Seismic Requirements below.

Poor ● Mechanical Systems: An HVAC system has been installed in part of the first floor only. The remainder of the building relies on motel-style window units. Overall conditioning is poor. New boilers have been recently installed and the building is sprinklered for fire protection.

Satisfactory ○ Electrical Systems: Electrical services have been recently upgraded. Additional improvement costs should be minimal.

Good ○ Operating Costs: Current building operating costs per square foot are low, due in large part to deferred maintenance costs and limited environmental control.

2. Federal & State Compliance Requirements

ADA Standards

With the exception of restrooms, the building has been brought up to ADA requirements.

Seismic Requirements

Current regulations require seismic upgrading for any building that changes to a higher occupancy category or for improvements to unreinforced masonry buildings that exceed \$15 per square foot in a two year period. The costs of seismic improvements are increased by the poor condition of the building shell, especially the brick and window systems.

3. Transportation

Proposed North/South Light Rail Route

(Refer to Appendix for plan of station)

Of the two proposed new light rail routes, the less expensive Caruthers route would follow the train right-of-way just south of the Ford Building. A preliminary plan for a station at SE 12th Avenue and Clinton Street would provide easy access for Ford Building occupants to downtown Portland and other key Multnomah County buildings. Transit access would be convenient for commuters and could reduce employee parking needs by 20-30%. Establishment of a key transit station in this neighborhood would have an uplifting and momentum-building affect on commercial and pedestrian activity in the immediate neighborhood.

Tri-Met Bus Routes

The Ford Building is at the intersection of bus lines 70 and 4 and is easily accessed by bus from downtown. Lines 9, 19, 17 and 66 all serve stops within 4 blocks of the site.

4. Community Reinvestment & the Surrounding Neighborhood

Prime Location

With the potential rebirth of the immediate neighborhood being spurred by light rail plans and other redevelopment projects, the Ford Building and Multnomah County are ideally situated to make a key investment and provide a leadership role. Surrounding commercial land owners are beginning to consider redevelopment. Multnomah County and the Ford Building have the opportunity to be an asset rather than a liability to this neighborhood.

5. County-wide Interdepartmental Adjacency Needs

(Refer to 1998 Strategic Space Plan for additional information)

Potential occupants have not been identified nor has any Department expressed a desire to move to the Ford Building. This could change if the condition of the building systems were changed and the availability of space made known.

6. Parking Needs

(Refer to 1998 Strategic Space Plan for additional discussion about parking)

With 120 full-time employees, 16 temporary employees and 53 fleet vehicles, off-street parking availability is not meeting the current needs of the Ford Building. There are a total of 100 off-street spaces available on-site, in a nearby lot borrowed from the City of Portland and in a second nearby lot leased from Southern Pacific. Ford Building employees were recently surveyed and results indicate that 86% use a personal vehicle to go to work. Because off-street parking is so limited, approximately 40 employees park on the street on a daily basis. 27 fleet vehicles are taken home by employees every evening.

With future light rail traffic and proposed metered street parking, parking will become much more difficult. The road rework for the light rail station will mean the loss of the Southern Pacific lot (24 spaces) and the possible loss of part or all of the City lot (28 spaces). In any case, the long-term status of the City lot is uncertain.

Though no parking is required within the Central City Plan District, parking should be provided for employees and visitors. Increasing the office uses with the building will increase the parking needs to the City suggested standard of 1 space per 400 square feet of area, or 160 automobiles.

D. Evaluation

(Also see Appendix)

How does the Ford Building meet the County's Facility Goals?

- Goal 1** Improve facilities to a 40-year useful life
The County has placed maintenance and improvement of the Ford building at the bottom of its priorities due to the primarily warehouse usage at this site. Deteriorating conditions are making the building more of a liability than an asset and are leading to additional damage of interior finishes.
- Goal 2** Accommodate current space needs
The Ford Building currently provides a good central location for Purchasing, Central Stores, Archives, Records, Facilities Management and Distribution.
- Goal 3** Meet future space needs
All County programs are projecting growth over the next 5-10 years. The Ford Building has the potential to accommodate additional occupants or warehouse space. Efficient upgrading of the building could increase its usability. The question is: what is the most efficient and cost effective utilization of this building?

- Goal 4** Consolidate functions
Disparate functions are currently located in the Ford Building. As the County's building with the largest floor plates, the Ford could accommodate departments that would benefit from being co-located and don't need to be in the downtown core.
- Goal 5** Provide well-located, safe and efficient facilities
The Ford Building receives a mixed review on this goal. The building is rated poor on safety, efficiency and seismic strength, although these factors can be mitigated or eliminated with a renovation. The site is centrally located and close to downtown functions but conflicts with train traffic will remain a difficulty.
- Goal 6** Incorporate environmentally sensitive and energy efficient systems
Systems rate poor and are partially responsible for low operating costs. Also see Section C.1, Physical Condition.
- Goal 7** Respond to technological innovations
Systems rate fair. Technological innovations are expensive to install in an old building. Also see the Section C.1, Physical Condition.
- Goal 8** Pursue innovative arrangements for financing
*(Refer to 1998 Strategic Space plan for complete analysis of financing approaches and recommendation to locate programs in owned space)
Strategies for innovative financing are unnecessary because the Ford Building is owned outright by the County.*

E. Options

(Refer to Appendix for full financial analyses)

Program & Assumptions

Our goal was to provide an equivalent financial comparison of the four different construction and leasing options. To accomplish this, we developed a conceptual program that assumed we had to provide the maximum net rentable office and warehouse space needed by any of the four options. We then required each option to satisfy the conceptual program through a combination of square footage available in the Ford Building and new leases.

- Consistent Program Used for All Analysis:

Office Space	62,906	
Warehouse	<u>84,929</u>	
TOTAL	147,835	net rentable square feet

- Assumptions:

- a. All options utilize the same square foot program.
- b. Space not accommodated within the building will need to be accommodated in market rate leases.
- c. Temporary leases will be needed for construction phase relocation in all options except warehouse use.
- d. Additional parking costs will need to be considered.
- e. Cost estimates are preliminary.
- f. Not included in construction costs: moving costs, administrative costs, furnishings and equipment, telecommunications costs, decommissioning and contingencies.
- g. Warehouse lease costs are based on east side or inner east side location average prices. Changing the location to Swan Island or other outlying areas would decrease lease costs by as much as 25%. This would result in the annual price of the all office option being reduced to \$12.98 per square foot, and it could result in a more convenient warehouse location for the County. Refer to the "alternate" financial analysis pages of the Appendix for specific cost differences.

Option 1: Do Nothing

Building remains combined warehouse/office use. Additional office and warehouse space needs are leased in market rate facilities.

Cost: \$14.69/sf annual cost
\$21,713,009 total 10 year costs

Result: Additional office and warehouse leases are required. Deteriorating conditions will force the County to make several shell improvements. Project costs within the next 10-15 years will require window replacement, brick restoration and re-roofing. The cost of these repairs will exceed the monetary threshold that requires seismic improvements to be made. Temporary leases will be needed for relocation of office and/or warehouse uses during construction.

Pro: Displaces fewer functions during renovations. Takes advantage of the County's only loading dock.

Con: The overall results are negative. This option does not resolve parking problems that will occur with future light rail, forced parking loss and potential loss of the City-owned lot. Results in a building that eventually will not have enough parking for even partial office uses.

The challenge is to make the improvements in time to turn this building from a deteriorating liability into an asset. If construction improvements are done incrementally, costs will increase by at least 50% for inflation and duplication of general conditions.

Improvements to this building will not increase its efficiency as a warehouse space. The building has been structurally compromised in the past and cannot withstand heavy loading, the irregular perimeter of the building creates an inefficient horizontal circulation system, and vertical circulation systems are inadequate. The resulting asset value is an economically obsolete warehouse and physically inadequate office space with insufficient parking.

This option maintains industrial functions which generally will not aid in the uplift of the emerging transit-oriented neighborhood.

Option 2: Upgrade to All Office (recommended action)

Building is refashioned into investment grade property with Class A tenant improvements for office space. Additional warehouse space needs are leased in market rate facilities.

Cost: \$12.54/sf annual cost, including parking
\$18,538,015 total 10 year costs, including parking

Result: Additional warehouse leases are required. Temporary leases will be needed for relocation of offices during construction. Project costs to upgrade the building include: window replacement; brick restoration; re-roofing; interior improvements; new elevators; demolition of the loading docks and annex; new mechanical and electrical systems; and new structured parking.

Pro: Overall results are positive. This is the only option that builds asset value in the County's property portfolio. The County will be contributing to the rebirth of the neighborhood, assuring the life of an asset and meeting County facility goals in a cost effective manner. Parking issues will be resolved, making the building an office building asset with adequate parking. This recommendation is a good economic decision, especially when viewed over 10 years.

Con: Construction costs for parking improvements exceed costs for on grade non-structured parking which might be available in a more suburban, less centralized location.

Option 3: Convert to All Warehouse

Building receives minimum improvements. Additional space is leased for office functions.

Cost: \$13.28/sf annual cost
\$19,683,552 total 10 year costs

Result: Additional office leases are required. Project costs include window replacement, brick restoration, re-roofing and correction of seismic and third floor structural deficiencies.

Pro: Construction contract price for improvements is the least expensive. The County's use of its only loading dock is preserved.

Con: Several of the building shell improvements will need to be made just to keep the building intact and prevent further deterioration. This option results in an asset value that does not preserve the quality of the building, and is economically obsolete as a warehouse market item because of the inherent inefficiencies of this building (refer to Option 1). As an industrial type use, the County will not be making a positive contribution to the neighborhood. Improvements to this building will not increase its efficiency as a warehouse space. Used as a warehouse, it is a very inefficient use of space.

Option 4: Sell Building

Building is sold.

Cost (with new leases):

\$14.61/sf annual cost
\$20,482,574 total 10 year costs

(Note: the replacement of the Ford Building with purchased rather than leased space could result in different cost figures)

Result: Additional office and warehouse leases are required. Property value is estimated to be the assessed value.

Pro: Removes the uncertainties of building renovation costs and issues. Cuts the County's losses.

Con: The sale of this building will not repay even one year of replacement leases as compared to the other alternatives. This option abandons the County's role in this developing neighborhood. This option is not comparable to the other options because it is not creating value.

F. Conclusion

Multnomah County is experiencing continued population and program growth. Pressures on existing older under-utilized buildings like the Ford Building provide both opportunities and responsibilities for the County. In a market-based analysis of the Ford Building, the County is in danger of spending money without increasing the asset value, resulting in facilities that are physically inadequate and economically obsolete.

Of the four options discussed and analyzed in this report, upgrading the Ford Building to improved office space with adequate parking is the most cost effective for the value added over a 10 year period. Based on the County facility goals, the financial analysis, an equitable comparison program, benefits to the neighborhood and future space needs, the team recommends the Ford Building be upgraded for office use.

G. Appendix

1.	Plot plan of vicinity	A1
2.	Tri-Met light rail station plan	A2-A4
3.	Parking layout diagrams	A5
4.	Structural Summary Letter	A6
5.	Background cost and estimate information	A7-A12
6.	Related documents bibliography	A13

S. E. DIVISION

Multnomah County
Ford Building

EXD

City of
Portland

Northwest Natural Gas

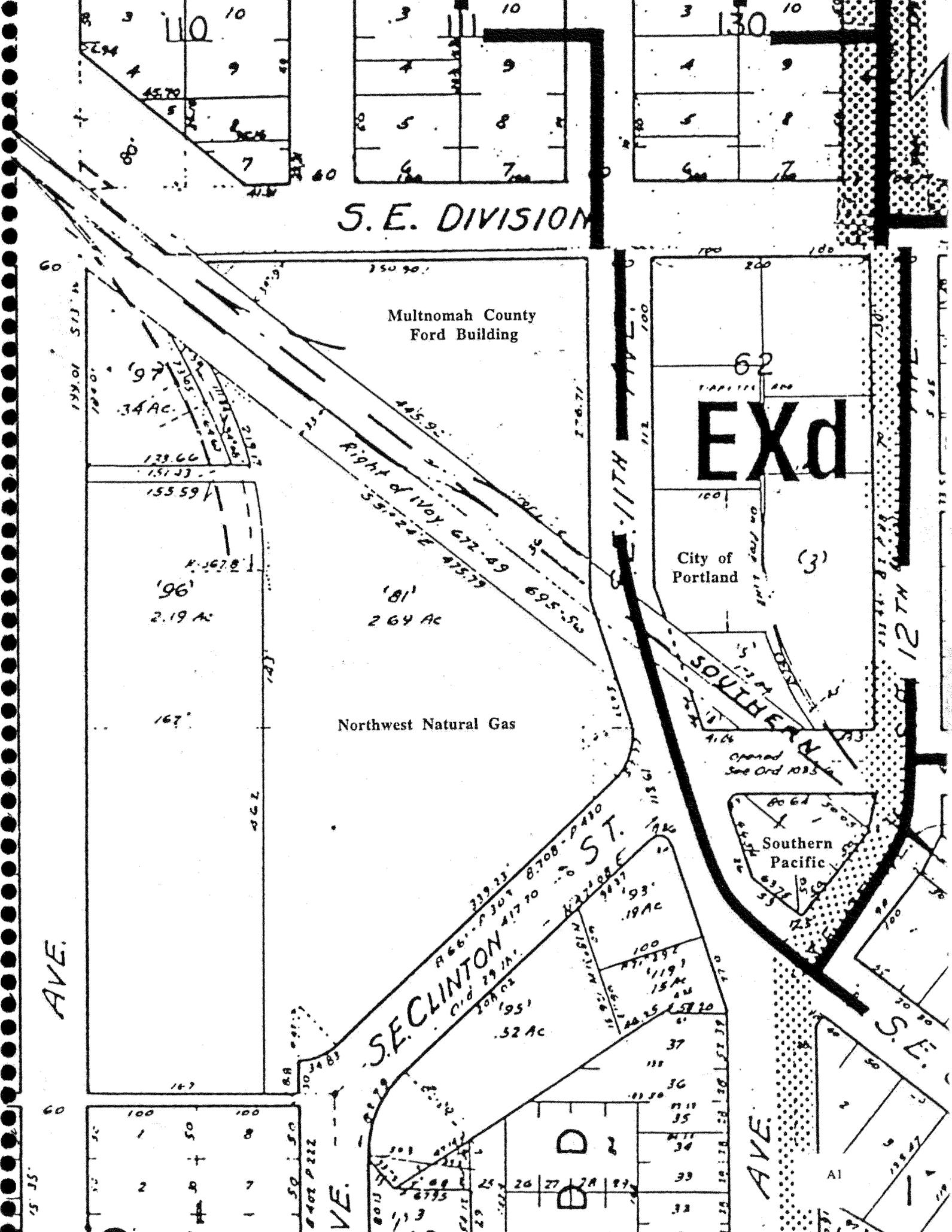
Southern
Pacific

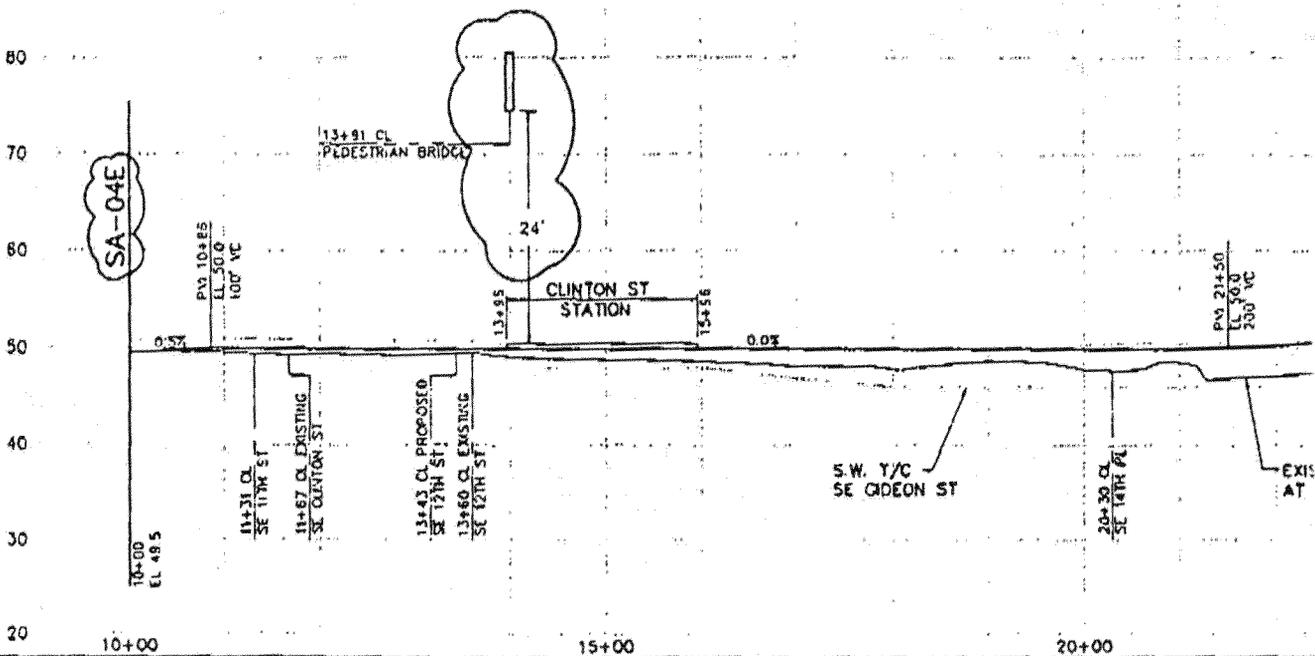
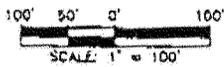
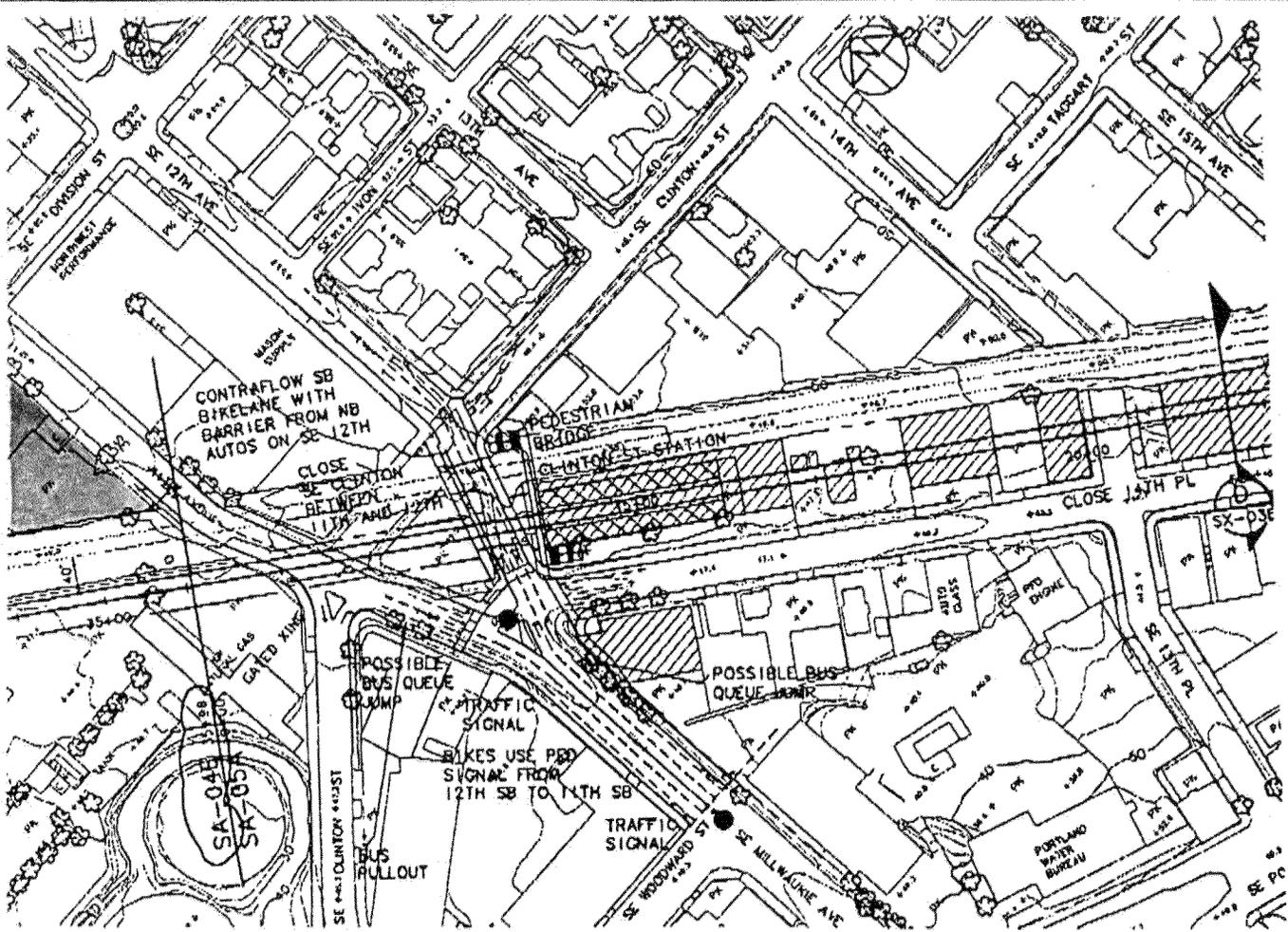
S. E. CLINTON ST.

AVE.

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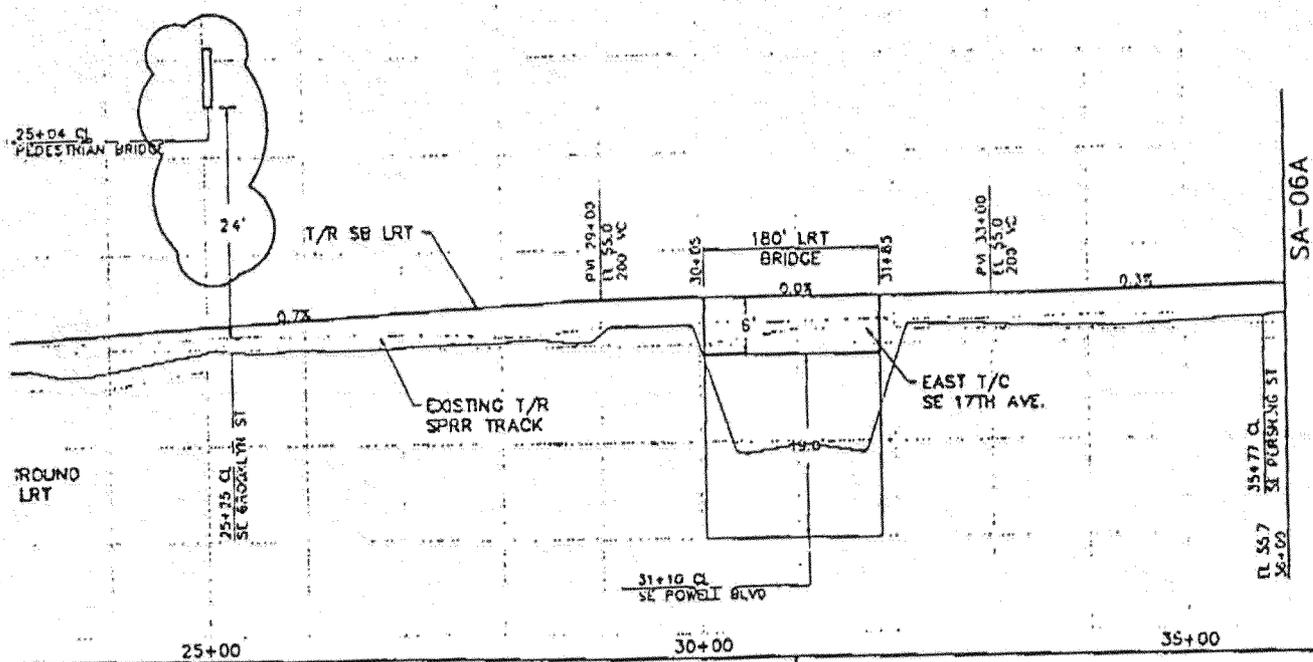
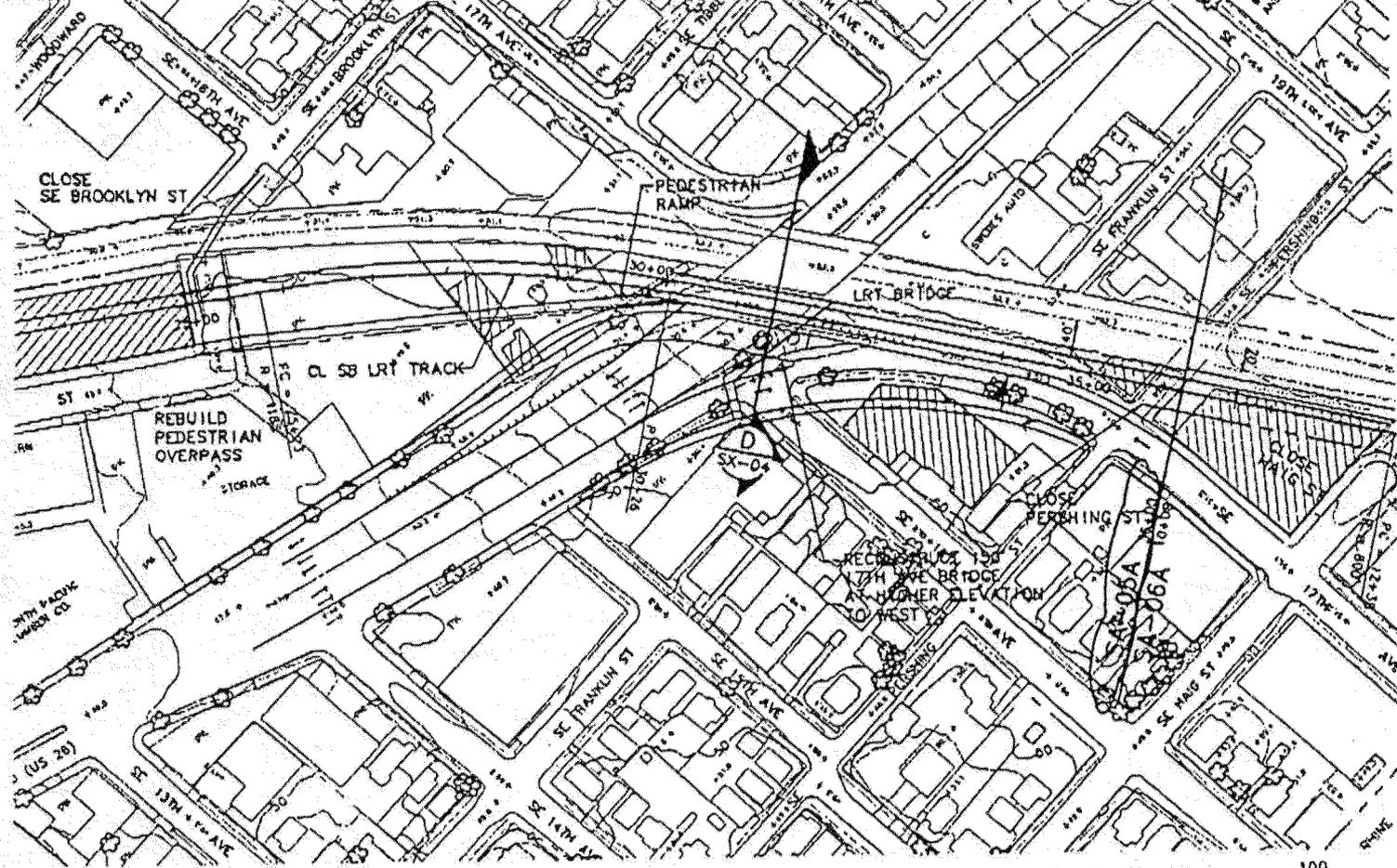
S. E.





NO.	DATE	BY	APPRO.	REVISIONS	DESIGNED	DATE	CHECKED	DATE	APPROVED	DATE	TRI-COUNTY METRO	SUBMITTE	A3	DATE
					JLR	2/96					TRI-MET	I South upon		
					LEN	2/96								
	5/97			5/5/97 DEIS SUBMITTAL TO METRO - REVISED SHEET										
	3/97			3/27/97 REVISED DEIS SUBMITTAL TO METRO.										
	3/96			3/29/98 DEIS SUBMITTAL TO METRO.										

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PORTLAND TRANSPORTATION DISTRICT OF OREGON

SOUTH/NORTH TRANSIT CORRIDOR STUDY
LRT TRACK ALIGNMENT



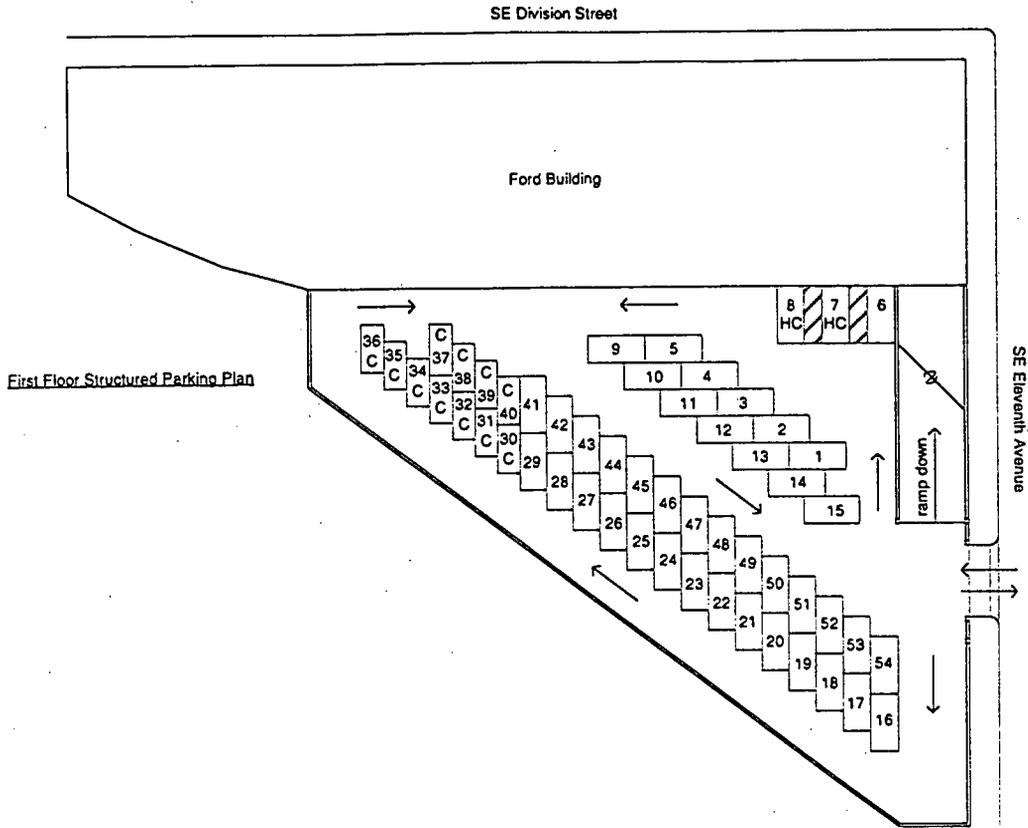
Policy and Planning Division
710 N.E. Holladay St.
Portland, Oregon 97232



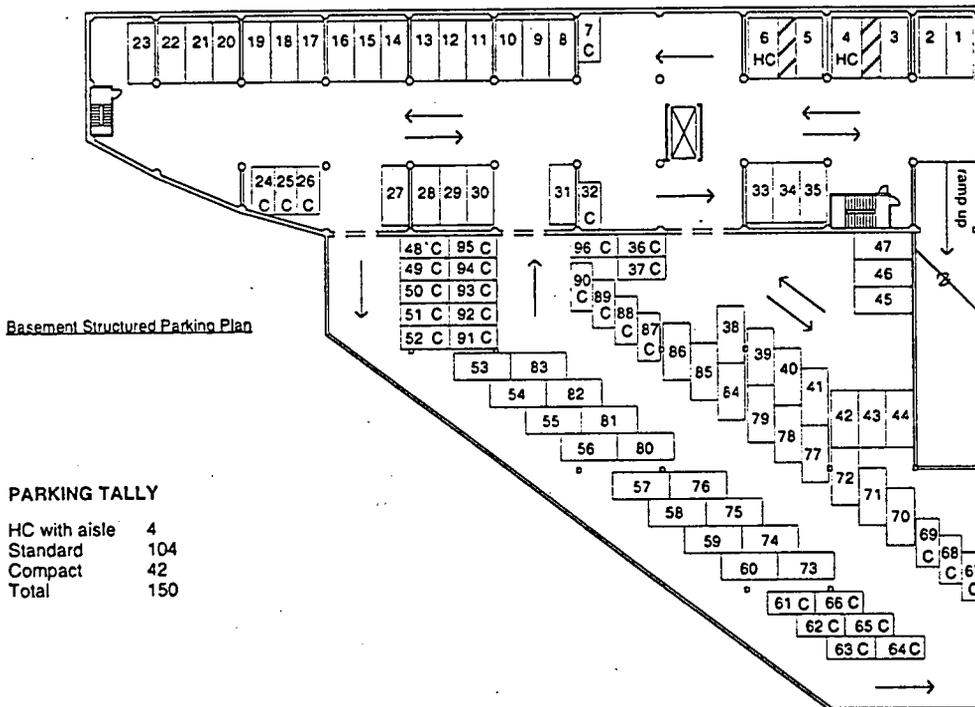
SOUTH RIVER CROSSING SEGMENT
CARUTHERS ALTERNATIVE

APPROVED: _____ DATE: _____ SCALE: 1" = 100' HORIZ, 1" = 10' VERT DRAWING NO.: SA-05A CONTRACT NO.: _____

A4



First Floor Structured Parking Plan



Basement Structured Parking Plan

PARKING TALLY

HC with aisle	4
Standard	104
Compact	42
Total	150

Robertson
Merryman
Barnes
Architects,
Inc.
1231 NW Hoyt #403
Portland OR 97209
Tel. (503) 222-3753
Fax (503) 293-6718

Ford Building Parking Study Portland Oregon

Owner: Multnomah County
2505 SE 11th Avenue
Portland OR 97202

FAX / MEMO
C:\WP60\REPORTS\

Date: October 17, 1997

Pages to follow: 0

FAX to: Julie Livingston, AIA

From: Roger W. McGarrigle, P.E. 

Regarding: Ford Building

Based on reviewing that portion of my February '94 report that you provided, it appears that the actual floor load capacity for the building is not well established, and that it may be highly variable. It also appears that loading problems have been reported on several occasions in the building's history.

Just as you interpreted my report, I do not recommend that the building's loading be increased without extensive soil and structural evaluations, and I do not expect those evaluations to suggest converting the building to "warehouse loading" without foundation and other structural improvements.

Please let me know if additional information is needed.

Thanks.

ROGER W. MCGARRIGLE, P.E.
CIVIL & STRUCTURAL ENGINEERING
1630 S.W. Harbor Way Suite 305 Portland, Oregon 97201 503/248-6888 FAX 503/248-4340

Multnomah County Space Needs Analysis

Ford Building
Option 1

	Number	Units	Cost/Unit	Total	Note
Renovation					
Window Replacement	22,000	SF	\$20	\$440,000	
Repoint Exterior Brick	20,000	SF	\$8	\$160,000	
Roofing	21,325	SF	\$8	\$170,600	
Seismic Upgrade	105,732	SF	\$10	\$1,057,320	
HVAC Upgrade	105,732	SF	\$10	\$1,057,320	
Electrical	105,732	SF	\$5	\$528,660	
Soft Costs		20% of hard cost		\$682,780	
Temporary Office Rent	22,064		\$16.50	\$325,050	
Total				\$4,421,730	
Total Cost per Square Foot	105,732			\$41.82	
Rent to Support Renovation					
Funding Allocated in 5 yr Capital Plan			\$1,310,000		
Amount to be Financed			\$3,111,730		
Annual Bond PMT , 10 yr		5.20%	(\$406,907)		
Square Feet Usable	105732	76.50%	80,885		
Leasable Square Feet		1.07	86,308		7
Debt per Leasable SF			\$5.03		
Operating Cost per SF			\$4.50		
Initial Rent Required to Support Operation and Debt			\$9.53		
10 Yr Interest Payment			\$957,336		
10 Yr Principal Payment			\$3,111,730		
Do Nothing 10 Yr Costs	86,308		\$11,363,551		3
10 Yr Warehouse Replacement Space Cost	18,321		\$1,382,637		1
10 Yr Cost of Replacement Office	43,206		\$8,966,820		4
Total 10 Yr Costs			\$21,713,009		
Annual Do Nothing Cost per Leasable SF	86,308		\$13.17		
Average Annual Warehouse per Leasable SF	18,321		\$7.55		
Average Annual Office Per Leasable SF	43,206		\$20.75		
Average Annual Cost All Space	147,835		\$14.69		

Ford Building
Option 1 Alternate

	Number	Units	Cost/Unit	Total	Note
Renovation					
Window Replacement	22,000	SF	\$20	\$440,000	
Repoint Exterior Brick	20,000	SF	\$8	\$160,000	
Roofing	21,325	SF	\$8	\$170,600	
Seismic Upgrade	105,732	SF	\$10	\$1,057,320	
HVAC Upgrade	105,732	SF	\$10	\$1,057,320	
Electrical	105,732	SF	\$5	\$528,660	
Soft Costs	20% of hard cost			\$682,780	
Temporary Office Rent	22,064		\$16.50	\$325,050	
Total				\$4,421,730	
Total Cost per Square Foot	105,732			\$41.82	
Rent to Support Renovation					
Funding Allocated in 5 yr Capital Plan			\$1,310,000		
Amount to be Financed			\$3,111,730		
Annual Bond PMT, 10 yr		6.50%	(\$432,856)		
Square Feet Usable	105732	76.50%	80,885		
Leasable Square Feet		1.07	86,308		7
Debt per Leasable SF			\$5.35		
Operating Cost per SF			\$4.50		
Initial Rent Required to Support Operation and Debt			\$9.85		
10 Yr Interest Payment			\$1,216,832		
10 Yr Principal Payment			\$3,111,730		
Do Nothing 10 Yr Costs	86,308		\$11,623,048		3
10 Yr Warehouse Replacement Space Cost	18,321		\$967,846		1
10 Yr Cost of Replacement Office	43,206		\$8,966,820		4
Total 10 Yr Costs			\$21,557,715		
Annual Do Nothing Cost per Leasable SF	86,308		\$13.47		
Average Annual Warehouse per Leasable SF	18,321		\$5.28		
Average Annual Office Per Leasable SF	43,206		\$20.75		
Average Annual Cost All Space	147,835		\$14.58		

Ford Building
Option 2

	Number	Units	Cost/Unit	Total	Note
Parking					
Spaces at Grade	54	Spaces	\$12,000	\$648,000	
Spaces Below Grade	61	Spaces	\$16,000	\$976,000	
Basement Spaces	35	Spaces	\$200	\$7,000	
Total Parking Cost	150	Spaces	\$10,873	\$1,631,000	
Office Renovation					
Annex Demolition	17,630	SF	\$7	\$123,410	
Interior Gut	20,000	SF	\$3	\$60,000	
Window Replacement	22,000	SF	\$40	\$880,000	
Repoint Exterior Brick	20,000	SF	\$8	\$160,000	
Seismic Upgrade	88,102	SF	\$10	\$881,020	
HVAC Upgrade	66,078	SF	\$15	\$991,170	
Electrical	66,078	SF	\$15	\$991,170	
Elevating	2	EA	\$50,000	\$100,000	
Roofing	22,026	SF	\$8	\$176,208	
New Bathrooms	1,800	SF	\$75	\$135,000	
Interior Refurbishing	66,078	SF	\$25	\$1,651,950	
Soft Costs	20% of hard cost			\$1,882,386	
1% for Art				\$94,119	
Temporary Office Rent	22,064		\$16.50	\$325,050	
Total Building Renovation				\$8,451,483	
Total Cost per Square Foot Office Without Parking				\$95.93	
Total Building and Parking				\$10,082,483	
Rent to Support Office Renovation Without Parking					
Funding Allocated in 5 yr Capital Plan				\$1,310,000	
Amount to be Financed - Office Only				\$7,141,483	
Annual Bond PMT , 25 yr		5.2%	(\$516,910)		
Square Feet Usable		85%	56,166		
Square Feet Leasable		1.12	62,906		7
Debt per Usable SF				\$8.22	
Operating Cost per SF				\$5.50	
Initial Rent Required to Support Operation and Debt				\$13.72	
Cumulative 10 Yr Interest Payment				\$3,321,170	
Cumulative 10 Yr Principal Payment				\$2,186,909	
10 Yr Warehouse Replacement Space Cost	84,929		\$6,409,384		1
10 Yr Cost of New Office	62,906		\$9,859,834		2
Total 10 Yr Costs Without Parking				\$16,269,218	
Total 10 Yr Costs Including Parking				\$18,538,015	
Average Annual Warehouse per Leasable SF	84,929		\$7.55		
Average Annual Office Per Leasable SF	62,906		\$15.67		
Average Annual Cost All Space Without Parking	147,835		\$11.00		
Average Annual Cost All Space Including Parking	147,835		\$12.54		
Parking Financing and Recapture of Cost					
Amount to be Financed				\$1,631,000	
Annual Bond Payment (10 Yrs)				\$226,880	
Annual Debt Service per Space	150		\$1,513		
Monthly Rent Per Space to Cover Debt				\$126	

Ford Building
Option 2 Alternate

	Number	Units	Cost/Unit	Total	Note
Parking					
Spaces at Grade	54	Spaces	\$12,000	\$648,000	
Spaces Below Grade	61	Spaces	\$16,000	\$976,000	
Basement Spaces	35	Spaces	\$200	\$7,000	
Total Parking Cost	150	Spaces	\$10,873	\$1,631,000	
Office Renovation					
Annex Demolition	17,630	SF	\$7	\$123,410	
Interior Gut	20,000	SF	\$3	\$60,000	
Window Replacement	22,000	SF	\$40	\$880,000	
Repoint Exterior Brick	20,000	SF	\$8	\$160,000	
Seismic Upgrade	88,102	SF	\$10	\$881,020	
HVAC Upgrade	66,078	SF	\$15	\$991,170	
Electrical	66,078	SF	\$15	\$991,170	
Elevating	2	EA	\$50,000	\$100,000	
Roofing	22,026	SF	\$8	\$176,208	
New Bathrooms	1,800	SF	\$75	\$135,000	
Interior Refurbishing	66,078	SF	\$25	\$1,651,950	
Soft Costs	20% of hard cost			\$1,882,386	
1% for Art				\$94,119	
Temporary Office Rent	22,064		\$16.50	\$325,050	
Total Building Renovation				\$8,451,483	
Total Cost per Square Foot Office Without Parking				\$95.93	
Total Building and Parking				\$10,082,483	
Rent to Support Office Renovation Without Parking					
Funding Allocated in 5 yr Capital Plan			\$1,310,000		
Amount to be Financed - Office Only			\$7,141,483		
Annual Bond PMT , 25 yr		6.5%	(\$585,469)		
Square Feet Usable		85%	56,166		
Square Feet Leasable		1.12	62,906		7
Debt per Usable SF			\$9.31		
Operating Cost per SF			\$5.50		
Initial Rent Required to Support Operation and Debt			\$14.81		
Cumulative 10 Yr Interest Payment			\$4,218,185		
Cumulative 10 Yr Principal Payment			\$1,936,702		
10 Yr Warehouse Replacement Space Cost	84,929		\$4,486,569		1
10 Yr Cost of New Office	62,906		\$10,506,642		2
Total 10 Yr Costs Without Parking			\$14,993,211		
Total 10 Yr Costs Including Parking			\$17,262,008		
Average Annual Warehouse per Leasable SF	84,929		\$5.28		
Average Annual Office Per Leasable SF	62,906		\$16.70		
Average Annual Cost All Space Without Parking			\$10.14		
Average Annual Cost All Space Including Parking			\$11.68		
Parking Financing and Recapture of Cost					
Amount to be Financed			\$1,631,000		
Annual Bond Payment (10 Yrs)			\$226,880		
Annual Debt Service per Space	150		\$1,513		
Monthly Rent Per Space to Cover Debt			\$126		

Multnomah County Space Needs Analysis

Ford Building
Option 3

	Number	Units	Cost/Unit	Total	Note
Warehouse Renovation					
Annex Demolition	0	SF	\$3	\$0	
Interior Gut	30,000	SF	\$3	\$90,000	
Window Replacement	22,000	SF	\$15	\$330,000	
Roofing	21,325	SF	\$8	\$170,600	
Seismic Upgrade	105,732	SF	\$10	\$1,057,320	
Structural Upgrade	105,732	SF	\$5	\$528,660	
Repoint Exterior Brick	20,000	SF	\$8	\$160,000	
Soft Costs		20% of hard cost		\$467,316	
Total				\$2,803,896	
Total Cost per Square Foot	105,732			\$26.52	
Rent to Support Renovation					
Funding Allocated in 5 yr Capital Plan			\$1,310,000		
Amount to be Financed			\$1,493,896		
Annual Bond PMT , 10 yr		5.20%	(\$195,350)		
Square Feet Renovated			88,102		
Square Feet Usable Including Annex	105,732	76.5%	80,885		
Leasable Square Feet			84,929		
Debt per SF			\$2.22		
Operating Cost per SF			\$2.00		
Rent Required to Support Operation and Debt of Renovation			\$4.22		
Renovation Cost per Employee			NA		
10 Yr Interest Payment			\$862,629		
10 Yr Principal Payment			\$1,493,896		
10 Yr Cost Office Replacement Space			\$13,055,264		4
10 Yr Warehouse Cost to Cover Debt, Expenses			\$5,812,314		5
10 Yr Annex Costs			\$770,975		6
Total 10 Yr Costs			\$19,638,552		
Average Annual Office Per Leasable SF	62,906		\$20.75		7
Average Annual Warehouse per Leasable SF	84,929		\$7.75		7
Average Annual Cost All Space	147,835		\$13.28		

Ford Building
Option 4

	Number	Units	Total	Note
Sold As Is at Assessed Value (per Capital Plan)			\$1,215,800	
Less Closing Costs, Fees		8.0%	(\$97,264)	
Received from Sale			<u>\$1,118,536</u>	
Typical Value of Industrial Land on Eastside	48,500	\$4	\$194,000	
Typical Value of Commercial Land on Eastside	48,500	\$10	\$485,000	
Cost of Building Demolition	105,723	\$3	\$317,169	
Average Annual Warehouse per Leasable SF	84,929	\$10.06	\$854,585	7
Average Annual Office Per Leasable SF	62,906	\$20.75	\$1,305,526	
Total per Year for Replacement Leases			\$2,160,111	
10 Yr Cost Less Sale at Assessed Value			\$20,482,574	

Notes

- 1 10 year warehouse replacement space cost is calculated on an escalating (3%) lease value for 10 years without discounting in order to reflect actual annual cash outlays by the County.
- 2 10 year cost of Renovation of the Ford Building for office is the 10 year cost of interest and principal payments plus an annual operating cost escalating at 3% for the operating period.
- 3 10 year cost for this option is based upon payment of interest and principal on debt, and escalating operating cost for the Ford Building, and escalating leases for the uses not accommodated within this option.
- 4 Cost of Replacement Office is calculated on an escalating lease (3%) for the 10 year period. Value represented is in 1997 dollars and has not been discounted in order to reflect annual cash outlays necessary.
- 5 Cost of renovation of the Ford Building for warehouse space is the total of debt and principal payments plus operating costs escalating at 3% annually for the 10 year period.
- 6 10 year costs for the annex reflect only annual operating costs escalating at 3% annually for the 10 year period.
- 7 Leasable Square Feet
To make a reasonable comparison between leased space and space utilized in the Ford Building it was necessary to produce a "leasable" square foot number for each type of use. The Ford Building has, as it is currently configured, an inefficient core and common areas which do not allow ready comparison to commercial leases in buildings which have been designed more recently and efficiently. For this reason, Ford Building uses for comparison were quantified as net square footage used, times a typical market factor for common area in order to arrive at a leasable number. This has allowed a direct comparison of Ford space usage with market rate leases in more efficient buildings.
Thus the Ford, currently has over 100,000 square feet of which 26.5% is in core and common area. To achieve a leasable number, the core and common areas are subtracted and the resultant number is multiplied by a common area factor according to the use. For office, the market currently dictates a common area multiplier of approximately 12%, while warehouse is usually zero, but has been allowed 5% here to account for other leasing charges or fees.

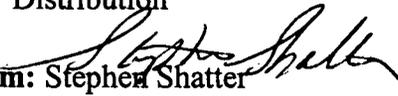
Bibliography of Related Materials

1. Structural Reports

- a. Ford Building Seismic Evaluation. Van Domelen, Looijenga, McGarrigle, Knauf Consulting Engineers, March 1, 1993.
- b. Structural Review of Floor Loading Studies. Van Domelen, Looijenga, McGarrigle, Knauf Structural Engineers, February 15, 1994.

MEMORANDUM

To: Distribution

From: Stephen Shatter 

Date: August 26, 1998

Re: Revision to Strategic Space Plan

The narrative has been changed in the section titled "Facility Siting Difficulties" on pages 11 and 12 of the Strategic Space Plan. Please insert the new page in your Strategic Space Plan binder and recycle the original page.

Thank you.

3. Financing Issues

The passage of **Measures 47/50** is a significant change that has occurred since the last plan was developed. This tax limitation measure complicates funding for buildings by Multnomah County for several reasons:

- Measures 47/50 pose further restrictions on the use of general obligation (GO) bonds by public agencies. In particular, bonds can no longer be used for major deferred maintenance (which was funded in the last major school and parks bonds) or for technology (which was funded in the last major school and library bonds).
- The "50% rule", which requires a 50% voter turnout for voter approval of financial measures, may make it increasingly difficult to pass such measures.
- The passage of Measure 47 may reflect current negative public sentiment toward government. Many feel that the public will be unsympathetic with government's facility problems.

4. Adoption of 2040 Growth Concept by Metro

The Region 2040 growth concept is a 50-year vision of how this region will look from now until the year 2040. This concept has been developed over the past several years as part of Metro's Region 2040 planning program and was adopted by the Metro Council in December 1994.

The growth concept envisions a more compact urban form, in particular along major transportation corridors and in areas of new development. The purpose of the growth concept is to protect the region from adverse impacts from a rapidly growing population, especially sprawl and reduced livability, without significantly increasing the Urban Growth Boundary.

Local governments, cities, counties, and others will play a crucial role in the successful implementation of the 2040 growth concept.

5. Facility Siting Difficulties

"Nimbyism" (not in my backyard!) has long been an issue public agencies face when trying to site "undesirable" programs in the community ... jails, animal shelters, sewage treatment plants have been prime examples. Although some County services, such as libraries and health, are welcome into neighborhoods and relatively easy to site, many County programs are not so welcome. Citizens generally view programs such as community corrections, drug and alcohol treatment, and other social services as a potential threat to the safety and tranquility of their neighborhoods.

Historical Funding of Facilities

March 1998

Departmental Appropriations

- Certificates of Participation (HD, ADS, JACJ, DES)
- Leases (Commonwealth Building, Tabor Square, etc.)

Voter Approved Funding

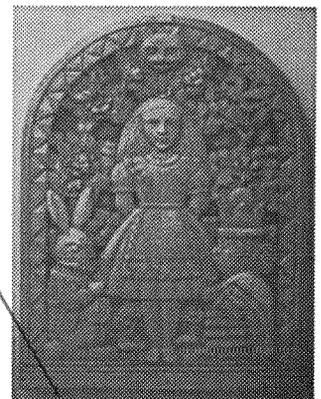
- General Obligation Bonds (Central, Midland, Library Branch Renovations, MCIJ III)
- County Tax Levy (MCIJ, MCIJ II)

Combined CIP & Departmental Appropriations

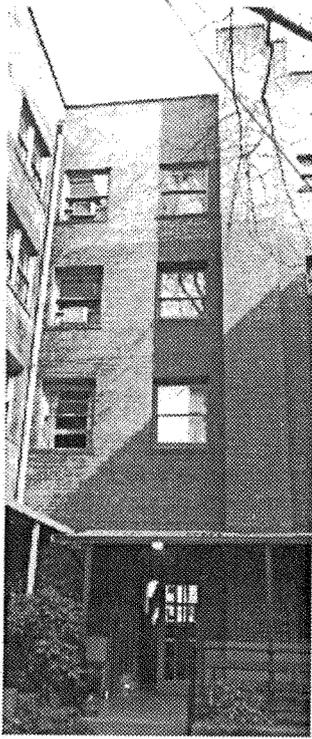
- CIP Fund Annual Appropriation for Elections, Kelly Building (With City of Portland), North Portland Library for Seismic/ADA

One Time Only Special Funding

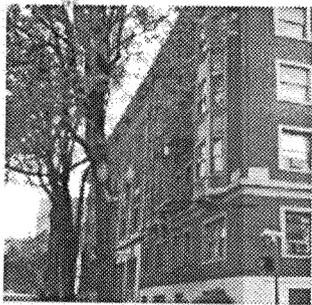
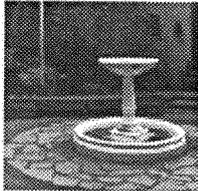
- Federal Highway Funds (Justice Center, Yeon)
- Forfeiture Dollars (DA)
- State Funds (MCIJ III)



Detail from Central Library



Restitution Center
Constructed 1923



As mentioned above, a bond measure was passed in 1996 to fund a new jail and alternative corrections programs in Multnomah County; but siting these facilities has proved to be challenging at best. In addition to the phenomenon of “nimbyism”, Multnomah County has experienced the impact of diminishing available real estate in the community and the effects of market competition for the highest use of that real estate. In the case of the jail siting process, for example, one of the best alternative locations is also targeted as prime property for development purposes. Potential adverse impact on wildlife, wetlands, and other environmental concerns also create frequent obstacles to the siting of facilities.

6. Market Conditions

Real estate market conditions significantly affect the cost and use of County space. To obtain additional space, Multnomah County must compete with others seeking the same type of space and is affected by local market trends. For example, when the County leases, the cost is determined by local demand. When the County builds, the local level of construction activity determines construction pricing – and the market for space drives construction. Thus, when making facility decisions, the County must consider the market carefully to understand the true costs inherent in building and leasing space.

The real estate market operates at three levels; national, regional, and site-specific, and it is necessary for the County to consider all three levels when evaluating real estate options, to ensure the best long-term decision.

Site-specific issues are of particular concern. Proximity of transit adds value, while adjoining land uses may raise or lower value. Viewing these concerns in light of regional and national market trends may, however, alter decisions that might be made if considered only from a local perspective. For instance, if regional trends indicate continued economic vitality, and a site is on the edge of a revitalizing area, investing in that site may yield a future benefit not immediately evident at the time of investment. In fact, by anticipating market change, the County may act as one of the precipitators of that change, which argues for County investment in existing facilities, such as the Ford Building.