

# ANNOTATED MINUTES

Thursday, July 29, 1999 - 9:00 AM  
Multnomah County Courthouse, Boardroom 602  
1021 SW Fourth Avenue, Portland

## BOARD BRIEFING

*Chair Beverly Stein convened the meeting at 9:07 a.m., with Vice-Chair Diane Linn, Commissioners Sharron Kelley and Serena Cruz present, and Commissioner Lisa Naito arriving at 9:12 a.m.*

B-1 Mead Building - West District Probation Office. Presented by Larry Nicholas.

**CHAIR STEIN, COMMISSIONER LINN, LARRY NICHOLAS AND KAREN JONES PRESENTATION AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. ELYSE CLAWSON TO MEET WITH EACH COMMISSIONER FOR ADDITIONAL INFORMATION.**

*The briefing was adjourned and the regular meeting was convened at 9:40 a.m.*

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Thursday, July 29, 1999 - 9:30 AM  
Multnomah County Courthouse, Boardroom 602  
1021 SW Fourth Avenue, Portland

## REGULAR MEETING

*Chair Beverly Stein convened the meeting at 9:40 a.m., with Vice-Chair Diane Linn, Commissioners Sharron Kelley, Lisa Naito and Serena Cruz present.*

### CONSENT CALENDAR

**UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER LINN, THE CONSENT CALENDAR (ITEMS C-1 THROUGH C-5) WAS UNANIMOUSLY APPROVED.**

**DEPARTMENT OF COMMUNITY AND FAMILY SERVICES**

- C-1 Intergovernmental Agreement 0010275 with the Housing Authority of Portland for Rehabilitation and Construction Services for an Addition to an Existing Community Building at Fairview Woods for Head Start, Using Community Development Block Grant Funding
- C-2 Renewal of Intergovernmental Agreement 0010655 with the Regional Drug Initiative, Providing Staff Assistance to Continue to Implement Programs and Services to Combat Drug Abuse in Multnomah County

**DEPARTMENT OF ENVIRONMENTAL SERVICES**

- C-3 RESOLUTION Canceling Land Sale Contract 15777 with Lori R. Jacobs Upon Default of Payments and Performance of Covenants

*RESOLUTION 99-156.*

**DEPARTMENT OF JUVENILE AND ADULT COMMUNITY JUSTICE**

- C-4 Amendment 1 to Intergovernmental Agreement 700788 with Portland School District No. 1 to Continue Funding Three Staff Positions Connected with the Family Resource Centers Providing Services to Youth and Their Families in the Grant/Madison and Marshall School Attendance Areas

**DEPARTMENT OF HEALTH**

- C-5 Renewal of Intergovernmental Agreement 0010344 with the Oregon Health Division Center for Disease Prevention and Epidemiology for Grant Research Services Required by the Health Department's Tobacco Prevention Program

**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 JUVENILE AND ADULT COMMUNITY JUSTICE**

R-2 Intergovernmental Agreement 9910883 with the State of Oregon Department of Corrections in Support of a Rotational Job Assignment to Assist in the Continued Development of a Statewide Offender Tracking System

**COMMISSIONER KELLEY MOVED AND COMMISSIONER LINN SECONDED, APPROVAL OF R-2. MICHAEL HAINES EXPLANATION. AGREEMENT UNANIMOUSLY APPROVED.**

**DEPARTMENT OF SUPPORT SERVICES**

R-3 Ratification of the 1998-2001 Collective Bargaining Agreement Between Multnomah County and the Multnomah County Deputy Sheriffs Association

**COMMISSIONER KELLEY MOVED AND COMMISSIONER LINN SECONDED, APPROVAL OF R-3. DAVID RHYS EXPLANATION AND RESPONSE TO BOARD COMMENTS IN SUPPORT AND ACKNOWLEDGEMENT OF EFFORTS OF BARGAINING TEAM. AGREEMENT UNANIMOUSLY RATIFIED.**

**SHERIFF'S OFFICE**

R-4 NOTICE OF INTENT to Seek \$156,000 Grant Funding for the Driving Under the Influence Intensive Supervision Program

**COMMISSIONER KELLEY MOVED AND COMMISSIONER LINN SECONDED, APPROVAL OF R-4. SHERIFF DAN NOELLE EXPLANATION. NOTICE OF INTENT UNANIMOUSLY APPROVED.**

**DEPARTMENT OF ENVIRONMENTAL SERVICES**

R-5 RESOLUTION Authorizing the Chair to Approve Real Property Leases that Do Not Exceed \$100,000 in Annual Rental

**COMMISSIONER KELLEY MOVED AND COMMISSIONER LINN SECONDED, APPROVAL OF R-5. BOB OBERST EXPLANATION AND RESPONSE TO BOARD QUESTIONS. FOLLOWING DISCUSSION, COMMISSIONER NAITO MOVED AND COMMISSIONER CRUZ**

**SECONDED, AN AMENDMENT INSERTING TWO ADDITIONAL REQUIREMENTS: THAT THE LEASE IS WITHIN THE FAIR MARKET RENTAL VALUE; AND THAT THE CHAIR WOULD IMMEDIATELY NOTIFY THE BOARD OF THE SIGNING OF THE LEASE AND THE TERMS. COMMISSIONER LINN ASKED THAT THE COUNTY PURSUE OPPORTUNITIES TO UTILIZE SPACE FROM OTHER JURISDICTIONS SUCH AS SCHOOL DISTRICTS. COMMISSIONER KELLEY ADVISED SHE SUPPORTS THE AMENDMENT AND WILL NOT MAKE HER PROPOSED AMENDMENT TO EXEMPT ANY LEASES OF COUNTY OWNED PROPERTY TO OUTSIDE PARTIES WITHOUT BOARD APPROVAL. AMENDMENT UNANIMOUSLY APPROVED. CHAIR STEIN ADVISED SHE IS WORKING ON FACILITIES ISSUES IN TERMS OF ORGANIZATION AS WELL AS LARGER PLANNING AND WANTS TO BE GUIDED IN HER DECISIONS BY THE OVERALL THOUGHTS AND VALUES OF THE BOARD HAVING TO DO WITH FINANCIAL RESPONSIBILITY AND USING OTHER SPACES. COMMISSIONER NAITO SUGGESTED THAT THE BOARD DISCUSS LONG TERM FACILITIES PLANNING IN CONJUNCTION WITH THE BUDGET PROCESS OR IN SOME OTHER ANNUAL MANNER. IN RESPONSE TO A QUESTION OF COMMISSIONER LINN, MR. OBERST ADVISED THAT ONCE A LEASE HAS BEEN EXECUTED, IT IS A MATTER OF PUBLIC RECORD. RESOLUTION 99-157 UNANIMOUSLY APPROVED, AS AMENDED.**

- R-6 First Reading of an ORDINANCE Repealing Multnomah County Ordinance 903 Pertaining to Expiration Periods for Certain Single Family Dwellings Approved in the Exclusive Farm Use Districts

**ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER LINN MOVED AND COMMISSIONER CRUZ SECONDED, APPROVAL OF FIRST READING. CHUCK BEASLEY EXPLANATION. ARNOLD ROCHLIN**

**TESTIMONY IN SUPPORT. ROY VAN RADEN TESTIMONY IN OPPOSITION. JEFF BACHRACH TESTIMONY IN OPPOSITION AND REQUEST THAT FINDINGS NINE AND ELEVEN BE OMITTED. MR. BACHRACH RESPONSE TO BOARD QUESTIONS. PLANNER CHUCK BEASLEY AND COUNTY COUNSEL JEFF LITWAK EXPLANATION IN RESPONSE TO TESTIMONY AND BOARD QUESTIONS, ADVISING TODAY'S ACTION IS LEGISLATIVE NOT QUASI-JUDICIAL; WAS APPROPRIATELY NOTICED; AND WILL HAVE NO AFFECT ON MR. BACHRACH'S CLIENTS QUASI-JUDICIAL CASE. COMMISSIONER CRUZ STATED SHE DISAGREES WITH MR. BACHRACH'S POSITION AND SUPPORTS THE PROPOSED ORDINANCE AS IT STANDS. FOLLOWING DISCUSSION, COMMISSIONER LINN MOVED AND COMMISSIONER NAITO SECONDED, AMENDMENT OMITTING FINDING NINE. MR. LITWAK AND MR. BEASLEY RESPONSE TO BOARD QUESTIONS, ADVISING STAFF HAS ONLY PROCESSED ONE APPLICATION UNDER ORDINANCE 903; THAT WITHOUT LEGISLATION THEY WOULD APPLY APPROPRIATE STATE REGULATIONS; AND THAT IT WOULD NOT MAKE A DIFFERENCE IF FINDING NINE WAS OMITTED. AMENDMENT APPROVED, WITH COMMISSIONERS KELLEY, LINN, NAITO AND STEIN VOTING AYE, AND COMMISSIONER CRUZ VOTING NAY. COMMISSIONER KELLEY ADVISED SHE DOES NOT SUPPORT REPEALING ORDINANCE 903. FIRST READING APPROVED, AS AMENDED, WITH COMMISSIONERS LINN, NAITO, CRUZ AND STEIN VOTING AYE, AND COMMISSIONER KELLEY VOTING NAY. SECOND READING THURSDAY, AUGUST 5, 1999.**

**DEPARTMENT OF LIBRARY SERVICES**

R-7 ORDER Approving Exemption from the Formal Bid Process a Contract for a Developer/General Contractor for the Construction of the Hollywood Branch Library

**COMMISSIONER KELLEY MOVED AND COMMISSIONER LINN SECONDED, APPROVAL OF R-7. GINNIE COOPER EXPLANATION AND RESPONSE TO BOARD QUESTIONS. SUSAN HATHAWAY-MARXER TESTIMONY IN SUPPORT OF THE HOLLYWOOD BRANCH BEING AN IMPRESSIVE QUALITY BUILDING. BOARD COMMENTS IN SUPPORT. ORDER 99-158 UNANIMOUSLY APPROVED.**

**NON-DEPARTMENTAL**

R-8 Second Reading and Possible Adoption of an ORDINANCE Amending MCC 11.300 and 11.305 to Exempt Car Sharing Programs from the Motor Vehicle Rental Tax

**ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER CRUZ MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF SECOND READING AND ADOPTION. NO ONE WISHED TO TESTIFY. ORDINANCE 934 UNANIMOUSLY APPROVED.**

R-9 RESOLUTION Creating a Siting Advisory Committee to Recommend a Site for a New Child Abuse Center

**COMMISSIONER NAITO MOVED AND COMMISSIONER CRUZ SECONDED, APPROVAL OF R-9 FOR PURPOSES OF DISCUSSION. LISA NAITO SUBMITTED WRITTEN MATERIAL AND PRESENTED A LIST OF KEY POLICY DECISIONS NEEDING BOARD CONSIDERATION. COMMISSIONER KELLEY ADVISED SHE HAS DAN STEFFEY, MIKE SCHRUNK, SHERIFF NOELLE AND LARRY NICHOLAS HERE TODAY TO ACCRESS THE SPECIFICS OF THE RESOLUTION. CHAIR STEIN STATED SHE FEELS THE RESOLUTION IS PREMATURE AND FOR THE PURPOSES OF TIME PROPOSED THAT THIS ISSUE BE DISCUSSED AS AN INITIAL BOARD BRIEFING ON AUGUST 10, WITH COMMISSIONER KELLEY BRINGING THE RECEIVING CENTER GROUP TO THE TABLE**

FOR A BRIEFING ON SEPTEMBER 9, CONTINUING THE DISCUSSION DURING THE SEPTEMBER 22 FACILITIES PROJECTS BRIEFING, AND THAT THE BOARD CONSIDER THE RESOLUTION AFTER THAT. COMMISSIONER NAITO MOVED AND COMMISSIONER CRUZ SECONDED, TO CONTINUE THE RESOLUTION TO AUGUST 12 FOLLOWING THE AUGUST 10 BRIEFING. COMMISSIONER NAITO EXPLAINED HER CONCERN WITH THE PROPOSED TIMELINE AND DESIRE TO MOVE WITH SPEED AT THIS POINT IN ORDER FOR THE BOARD TO MAKE KEY POLICY DECISIONS, DETERMINE WHAT THE NEXT STEPS SHOULD BE AND TO DEAL WITH A SEPARATION OF POWERS ISSUE. COMMISSIONER CRUZ ADVISED SHE FEELS COMFORTABLE WITH EITHER CHAIR'S PROPOSAL OR COMMISSIONER NAITO'S PROPOSAL AND LOOKS FORWARD TO ADDRESSING POLICY ISSUES. CHAIR STEIN URGED THE BOARD TO ADOPT HER PROPOSAL IN ORDER NOT TO MAKE THIS A PIECEMEAL ISSUE, HAVE TO LOOK A BOND MEASURE AND DISCOVER HOW MUCH MONEY THERE IS AVAILABLE IN ORDER TO DETERMINE WHAT SIZE SITE WE WANT. COMMISSIONER KELLEY ADVISED THE CHAIR HAS ALREADY GROUPED THE BRIEFINGS TOGETHER IN SEPTEMBER, SO THE AUGUST 12 DATE IS TOO SOON. COMMISSIONER NAITO ADVISED SHE INTENDS TO AMEND HER RESOLUTION TO ACCOMMODATE WHAT A MAJORITY OF THE BOARD WANTS TO MOVE FORWARD WITH, THAT THE ISSUE WAS TO GET THE MATTER BEFORE THE BOARD, TO MOVE FORWARD WITH DELIBERATIONS. COMMISSIONER LINN ADVISED SHE WANTS TO CONSIDER ALL POLICY ISSUES, FEELS A SENSE OF URGENCY ABOUT THIS, WOULD LIKE TO SEE AN ALTERNATIVE PLAN, AND SUGGESTED THAT THE BOARD HAVE A BRIEFING ON AUGUST 10 TO LOOK AT SOME OVERALL POLICY ISSUES

**AND TALK THEM THROUGH AS A BOARD, AND ADVISED THAT SHE WOULD LIKE TO BE PRESENTED WITH PROS AND CONS OF DIFFERENT APPROACHES AT THE SEPTEMBER 9 BRIEFING. FOLLOWING DISCUSSION, COMMISSIONER NAITO AMENDED HER AMENDMENT, AND COMMISSIONER CRUZ SECONDED, TO CONTINUE THE RESOLUTION TO SEPTEMBER 9 FOLLOWING THE AUGUST 10 AND SEPTEMBER 9 BRIEFINGS. CHAIR STEIN COMMENTS IN OPPOSITION. COMMISSIONER LINN COMMENTS IN SUPPORT. AMENDMENT TO CONTINUE RESOLUTION TO THURSDAY, SEPTEMBER 9, 1999 APPROVED, WITH COMMISSIONERS LINN, NAITO AND CRUZ VOTING AYE, AND COMMISSIONERS KELLEY AND STEIN VOTING NAY.**

*The regular meeting was adjourned at 11:10 a.m. and the briefing was convened at 11:15 a.m.*

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Thursday, July 29, 1999 - 11:00 AM  
Multnomah County Courthouse, Boardroom 602  
1021 SW Fourth Avenue, Portland

## **BOARD BRIEFING**

B-2 Emergency Ambulance System Performance Briefing. Presented by Gary Oxman, MD, MPH, Health Officer and Bill Collins, Emergency Medical Services Administrator. 1 HOUR REQUESTED.

**GARY OXMAN AND BILL COLLINS PRESENTATION AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. CITY AUDITOR GARY BLACKMER DISCUSSED AUDIT MEMORANDUM HE AND COUNTY AUDITOR SUZANNE FLYNN WILL PROVIDE TO THE BOARD BY AUGUST 11, 1999. STAFF TO PROVIDE ADDITIONAL INFORMATION TO BOARD MEMBERS PRIOR TO BOARD CONSIDERATION OF AMBULANCE CONTRACT SCHEDULED FOR THURSDAY, AUGUST 12, 1999.**

*There being no further business, the meeting was adjourned at 12:34 p.m.*

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Thursday, July 29, 1999 - 2:00 PM  
Multnomah County Courthouse, Boardroom 602  
1021 SW Fourth Avenue, Portland

## **BOARD BRIEFINGS**

*Chair Beverly Stein convened the meeting at 2:01 p.m., with Vice-Chair Diane Linn, Commissioners Sharron Kelley, Lisa Naito and Serena Cruz present.*

- B-3 Portland Development Commission and the Portland Office of Financial Administration Briefing Regarding Proposed Formation of an Urban Renewal District Along North Macadam Boulevard. Presented by Felicia Trader and Tim Grewe.

***DAVE WARREN, FELICIA TRADER, RICK SAITO, JOHN SPENCER AND ABE FARKAS PRESENTATION AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. BOARD COMMENTS IN SUPPORT. MS. TRADER TO DISCUSS WITH EAST COUNTY CITIES.***

- B-4 Discussion of Commissioner Intergovernmental and Liaison Appointments. Presented by Beverly Stein and Bill Farver.

***BOARD DISCUSSION AND CONSENSUS. STAFF TO RESEARCH POSSIBLE ORDINANCE AMENDMENT REGARDING BOARD REPRESENTATION ON ANIMAL CONTROL ADVISORY COMMITTEE.***

- B-5 Review and Discuss the 1999-2000 Budget Process and Recommendations for the 2000-2001 Process. Presented by Dave Warren.

***BILL FARVER AND DAVE WARREN PRESENTATION AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION REGARDING LEVIES AND THE NEED TO TALK WITH OTHER JURISDICTIONS ABOUT THEIR LEVIES; DISCUSSION THAT THE BOARD GET BACK TO A MISSION AND GOALS RETREAT, AND POSSIBLE***

**AN ANNUAL RETREAT IN EARLY DECEMBER TO DISCUSS LARGER BUDGET ISSUES. BOARD CONSENSUS TO MEET IN EARLY SEPTEMBER FOR TIMING LEVY DISCUSSION, AFTER GETTING MORE INFORMATION FROM ELECTIONS. BOARD WANTS IN DEPTH REVIEW OF THE THREE PUBLIC SAFETY BUDGETS (MCSO, DJACJ & DA).**

*There being no further business, the meeting was adjourned at 4:00 p.m.*

OFFICE OF THE BOARD CLERK  
FOR MULTNOMAH COUNTY, OREGON

*Deborah L. Bogstad*

Deborah L. Bogstad



# MULTNOMAH COUNTY, OREGON

## BOARD OF COMMISSIONERS

### Beverly Stein, Chair

1120 SW Fifth Avenue, Suite 1515  
Portland, Or 97204-1914  
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### Diane Linn, Commission Dist. 1

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### Sharron Kelley, Commission Dist. 4

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

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

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

## **JULY 29, 1999 BOARD MEETING**

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

Pg 2	9:00 a.m. Thursday Mead Building - West District Probation Office Briefing
Pg 3	9:33 a.m. Thursday Ratification of the Deputy Sheriffs Association Contract
Pg 4	10:10 a.m. Thursday Hollywood Branch Library Board Order
Pg 4	10:42 a.m. Thursday Creating a Siting Advisory Committee Resolution
Pg 4	11:00 a.m. Thursday Emergency Ambulance System Performance
Pg 4	2:00 - 4:00 p.m. Thursday PDC, Board Liaison and Budget Process Briefings
★	<b>The August 26 &amp; September 2, 1999 Board Meetings are Cancelled</b>

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

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

Produced through Multnomah Community Television

Thursday, July 29, 1999 - 9:00 AM  
Multnomah County Courthouse, Boardroom 602  
1021 SW Fourth Avenue, Portland

## **BOARD BRIEFING**

B-1 Mead Building - West District Probation Office. Presented by Larry Nicholas.  
30 MINUTES REQUESTED.

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Thursday, July 29, 1999 - 9:30 AM  
**(OR IMMEDIATELY FOLLOWING BOARD BRIEFING)**  
Multnomah County Courthouse, Boardroom 602  
1021 SW Fourth Avenue, Portland

## **REGULAR MEETING**

### **CONSENT CALENDAR - 9:30 AM**

#### **DEPARTMENT OF COMMUNITY AND FAMILY SERVICES**

- C-1 Intergovernmental Agreement 0010275 with the Housing Authority of Portland for Rehabilitation and Construction Services for an Addition to an Existing Community Building at Fairview Woods for Head Start, Using Community Development Block Grant Funding
- C-2 Renewal of Intergovernmental Agreement 0010655 with the Regional Drug Initiative, Providing Staff Assistance to Continue to Implement Programs and Services to Combat Drug Abuse in Multnomah County

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

- C-3 RESOLUTION Canceling Land Sale Contract 15777 with Lori R. Jacobs Upon Default of Payments and Performance of Covenants

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

- C-4 Amendment 1 to Intergovernmental Agreement 700788 with Portland School District No. 1 to Continue Funding Three Staff Positions Connected with the Family Resource Centers Providing Services to Youth and Their Families in the Grant/Madison and Marshall School Attendance Areas

**DEPARTMENT OF HEALTH**

C-5 Renewal of Intergovernmental Agreement 0010344 with the Oregon Health Division Center for Disease Prevention and Epidemiology for Grant Research Services Required by the Health Department's Tobacco Prevention Program

**REGULAR AGENDA**

**PUBLIC COMMENT - 9:30 AM**

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

**DEPARTMENT OF JUVENILE AND ADULT COMMUNITY JUSTICE - 9:30 AM**

R-2 Intergovernmental Agreement 9910883 with the State of Oregon Department of Corrections in Support of a Rotational Job Assignment to Assist in the Continued Development of a Statewide Offender Tracking System

**DEPARTMENT OF SUPPORT SERVICES - 9:33 AM**

R-3 Ratification of the 1998-2001 Collective Bargaining Agreement Between Multnomah County and the Multnomah County Deputy Sheriffs Association

**SHERIFF'S OFFICE - 9:38 AM**

R-4 NOTICE OF INTENT to Seek \$156,000 Grant Funding for the Driving Under the Influence Intensive Supervision Program

**DEPARTMENT OF ENVIRONMENTAL SERVICES - 9:45 AM**

R-5 RESOLUTION Authorizing the Chair to Approve Real Property Leases that Do Not Exceed \$100,000 in Annual Rental

R-6 First Reading of an ORDINANCE Repealing Multnomah County Ordinance 903 Pertaining to Expiration Periods for Certain Single Family Dwellings Approved in the Exclusive Farm Use Districts

**DEPARTMENT OF LIBRARY SERVICES - 10:10 AM**

- R-7 ORDER Approving Exemption from the Formal Bid Process a Contract for a Developer/General Contractor for the Construction of the Hollywood Branch Library

**NON-DEPARTMENTAL - 10:40 AM**

- R-8 Second Reading and Possible Adoption of an ORDINANCE Amending MCC 11.300 and 11.305 to Exempt Car Sharing Programs from the Motor Vehicle Rental Tax
- R-9 RESOLUTION Creating a Siting Advisory Committee to Recommend a Site for a New Child Abuse Center

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Thursday, July 29, 1999 - 11:00 AM  
**(OR IMMEDIATELY FOLLOWING REGULAR MEETING)**  
Multnomah County Courthouse, Boardroom 602  
1021 SW Fourth Avenue, Portland

**BOARD BRIEFING**

- B-2 Emergency Ambulance System Performance Briefing. Presented by Gary Oxman, MD, MPH, Health Officer and Bill Collins, Emergency Medical Services Administrator. 1 HOUR REQUESTED.

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Thursday, July 29, 1999 - 2:00 PM  
Multnomah County Courthouse, Boardroom 602  
1021 SW Fourth Avenue, Portland

**BOARD BRIEFINGS**

- B-3 Portland Development Commission and the Portland Office of Financial Administration Briefing Regarding Proposed Formation of an Urban Renewal District Along North Macadam Boulevard. Presented by Felicia Trader and Tim Grewe. 30 MINUTES REQUESTED.
- B-4 Discussion of Commissioner Intergovernmental and Liaison Appointments. Presented by Beverly Stein and Bill Farver. 30 MINUTES REQUESTED.
- B-5 Review and Discuss the 1999-2000 Budget Process and Recommendations for the 2000-2001 Process. Presented by Dave Warren. 1 HOUR REQUESTED.

MEETING DATE: July 29, 1999  
AGENDA NO: B-3  
ESTIMATED START TIME: 2:00 p.m.

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Briefing on Proposed North Macadam Urban Renewal District

BOARD BRIEFING: DATE REQUESTED: July 29, 1999  
REQUESTED BY: Dave Warren  
AMOUNT OF TIME NEEDED: 30 minutes

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

DEPARTMENT: \_\_\_\_\_ DIVISION: \_\_\_\_\_

CONTACT: Dave Warren TELEPHONE #: 248-3822  
BLDG/ROOM #: 106/1400

PERSON(S) MAKING PRESENTATION: Felicia Trader, Tim Grewe

ACTION REQUESTED:

INFORMATIONAL ONLY  POLICY DIRECTION  APPROVAL  OTHER

SUGGESTED AGENDA TITLE:

*Briefing by the Portland Development Commission and the Portland Office of Financial Administration about the proposed formation of an urban renewal district along North Macadam Boulevard.*

SIGNATURES REQUIRED:

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

BOARD OF  
COUNTY COMMISSIONERS  
99 JUL 21 11 10:48  
Multnomah County  
OREGON

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any Questions: Call the Board Clerk @ 248-3277



# MULTNOMAH COUNTY, OREGON

BOARD OF COUNTY COMMISSIONERS  
BEVERLY STEIN  
DIANE LINN  
GARY HANSEN  
LISA NAITO  
SHARRON KELLEY

BUDGET AND QUALITY  
PORTLAND BUILDING  
1120 S.W. FIFTH - ROOM 1400  
P. O. BOX 14700  
PORTLAND, OR 97214  
PHONE (503) 248-3883

## SUPPLEMENTAL STAFF REPORT

TO: Board of County Commissioners

FROM: Dave Warren, Budget and Quality Division *DCW*

DATE: July 20, 1999

RE: Briefing on North Macadam Urban Renewal District

1. Recommendation/Action Requested:

Attend the briefing and participate in discussion with Portland staff. Comments by the Board could be converted to written recommendations and forwarded to the City of Portland. Portland may accept, reject, or modify these recommendations when it adopts the urban renewal plans

2. Background/Analysis:

PDC is proposing the creation of an urban renewal district along Macadam Drive.

As part of the process of forming this district, PDC is required to "consult and confer" with the governing bodies of all taxing districts that will be affected by the district. This briefing will give the Board an opportunity to discuss the district and to decide whether to make written recommendations about the district.

PDC has forwarded the urban renewal plans for the district and the statutorily required report.

### 3. Financial Impact:

#### **Direct Property Tax Reduction**

The Portland Office of Finance and Administration estimates of the financial impact of the district gives overall property tax impacts the district might have on other taxing districts

The impact that forming this district will have on Multnomah County is that future value growth in the district will not result in additional property tax revenue. Under Measure 50, the County has a permanent tax rate. The voters have also approved a Library levy at 59.47 cents per thousand. If we secure voter approval of a Public Safety Levy, it will be in the neighborhood of 70 cents per thousand. Those rates will apply to the frozen assessed value of the district. Taxes on any increase in assessed value will belong to the district and will be spent by PDC.

The following table attempts to show the impact on Multnomah County over the next five years.

Fiscal Year Ending June 30:	Frozen Base					
	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05
Total Assessed Value with UR	131,939,650	172,224,652	202,369,825	280,031,128	311,522,949	370,665,437
Total Assessed Value without UR		172,224,652	202,369,825	259,945,371	270,052,821	306,451,396
AV without UR Less Frozen Base		40,285,002	70,430,175	128,005,721	138,113,171	174,511,746
AV lost to County Taxation		40,285,002	70,430,175	148,091,478	179,583,299	238,725,787
<b>TAX LOSS</b>						
County Permanent Tax Rate	4.3434	(174,974)	(305,906)	(643,221)	(780,002)	(1,036,882)
Library Levy	0.5947	(23,957)	(41,885)	(88,070)	(106,798)	(141,970)
Public Safety Levy	<u>0.7000</u>	<u>(28,200)</u>	<u>(49,301)</u>	<u>(103,664)</u>	<u>(125,708)</u>	<u>(167,108)</u>
Total	5.6381	(227,131)	(397,092)	(834,955)	(1,012,509)	(1,345,960)

While this is the most probable impact, it is considerably more pessimistic than what we would otherwise expect. That is, the construction in the district will clearly exceed our "normal" expectation of 4% growth in assessed value. Running the same numbers with a 4% value growth shows the impact on our *projected* property tax revenue over the next five years.

Fiscal Year Ending June 30:	Frozen Base					
	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05
Assumed AV (4% growth)	131,939,650	137,217,236	142,705,925	148,414,162	154,350,729	160,524,758
Lost AV (Assumed AV less Frozen Base)		5,277,586	10,766,275	16,474,512	22,411,079	28,585,108
<b>TAX LOSS</b>						
County Permanent Tax Rate	4.3434	(22,923)	(46,762)	(71,555)	(97,340)	(124,157)
Library Levy	0.5947	(3,139)	(6,403)	(9,797)	(13,328)	(17,000)
Public Safety Levy	<u>0.7000</u>	<u>(3,694)</u>	<u>(7,536)</u>	<u>(11,532)</u>	<u>(15,688)</u>	<u>(20,010)</u>
Total	5.6381	(29,756)	(60,701)	(92,885)	(126,356)	(161,166)

- The District will reduce County property tax collections about \$3.8 million during the next five years.

- The District will cause taxes to fall about \$500,000 below projected revenue over the next five years

These are significant amounts, but they should be put in perspective. Over that same five-year period, the County can expect to collect about \$1.2 billion in property taxes. This foregone revenue will be, at most, about one third of one percent of the property tax revenue stream.

### **Compression**

Compression is a conceivable consequence of creating the new district. It is, however, a very unlikely consequence.

Creating the district will “lose” the County property tax revenues. The revenue the County “loses” will be used to cover debt payments. Compression could only result if the revenues “lost” by all taxing districts fell short of covering debt payments required by the bonds issued by the urban renewal district. If the revenues fall short, Portland can impose a tax on all property in Portland to cover the debt payments. If this happens, local option levies will be compressed.

The debt payment schedules included in the urban renewal report are well within the revenue from assessed value growth in the district. Based on those estimates, I believe that compression is not a serious risk.

#### 4. Legal Issues:

The existing law gives the County no voice in the decision by another government to create an urban renewal district. The law requires that information be provided to the governing body of each taxing district as follows. The pages in the Plan and Report for each district are noted.

<b>Information Required in the Plan</b>	<b>Pages</b>
Description of projects	23-29
Outline of the components of the plan	23-29
Map and legal description	4 and Exhibit 1
Relationship to local objectives	6-19
Proposed land uses, densities, and building requirements	20-22
Methods for relocation of persons living in the area	29
Property to be acquired and its disposition	25
Maximum indebtedness	30 (\$288,562,000)
Nature of future amendments	32
Public building benefits for the area	26-28

<b>Information Required in the Report</b>	<b>Pages</b>
Conditions in the urban renewal area	1-9
Reasons for selection of the area	9-10
Relationship between projects and conditions	10-11
Cost of projects and funding sources	Table 6
Anticipated completion dates	Table 6
Amount required and anticipated debt retirement date	Table 7
Financial feasibility	14
Fiscal impact statement on other jurisdictions	14 and Table 7
Relocation plan	16-17

5.           Controversial Issues:

Whether the district is necessary and desirable may draw public comment.

The City of Gresham has aggressively objected to urban renewal districts in Portland in the past. Reducing the assessed value taxable by Multnomah County results in slightly higher tax rates for bonded debt levies and Gresham residents, therefore, pay higher taxes to cover County debt levies.

6.           Link to Current County Policies:

7.           Citizen Participation:

None by the County. The statutes require PDC to involve the public throughout the process.

8.           Other Government Participation:

PDC is required to meet with each affected jurisdiction.



# North Macadam District

1900 SW Fourth Avenue, Suite 100  
Portland, Oregon 97201

John C. Spencer, Project Manager  
Phone 503-282-9853  
Fax 503-282-2723

## STEERING COMMITTEE

Richard Michaelson, Chair,  
Inner City Properties

Richard Brandman,  
METRO

Dr. Patrick Burk,  
Portland Public Schools

Kerry Chipman,  
CTLH Neighborhood Assn.

Debi Chung,  
Pacific Richland Investments

David Cook,  
OSF International

Ross Cornelius,  
PDC Deputy Housing Director

Lois Davis,  
OHSU

Ken Dietrich,  
US Bank Trust

Abe Farkas,  
PDC Development Director

Janice Frater,  
Housing & Community  
Development

Tim Grewe, Portland Office of  
Finance & Administration

David Knowles,  
Portland Planning Bureau

Ken Novack,  
Schnitzer Investment Group

Vic Rhodes,  
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Ron Smith,  
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Environmental Services

Eric Parsons,  
Standard Insurance Company

Jon Moss,  
Pegasus Development

Rick Saito,  
North Macadam Development  
Council

Zari Santner,  
Portland Parks & Recreation

Bob Stacey,  
Tri-Met

Barbara Walker,  
Citizen Representative

Denny West,  
Housing Authority of Portland

Dave Williams,  
ODOT

Jay Zidell,  
The Zidell Companies

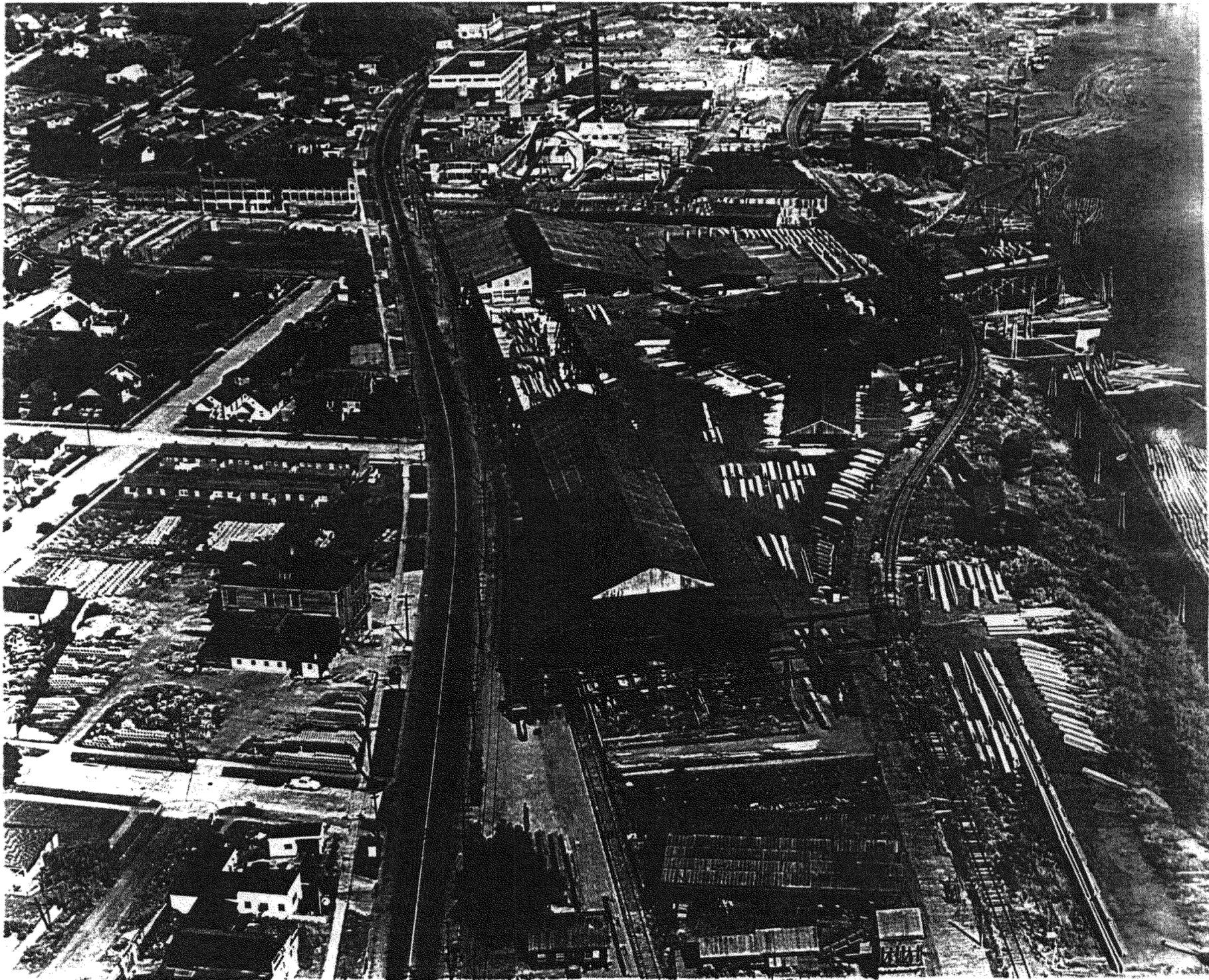
## PRESENTATION TO COUNTY COMMISSIONERS: *North Macadam Urban Renewal District*

Date: Thursday, July 29, 1999  
Time: 2:00 to 3:00 PM  
Location: County Courthouse  
1021 SW 4<sup>th</sup> Avenue, Room 602

## AGENDA

Introductions and Overview	Felicia Trader
Review of Framework Plan	John Spencer
Review of Urban Renewal Plan	Rick Saito
Follow-Up	

C. 1950



**FINAL DRAFT**  
**NORTH MACADAM URBAN RENEWAL PLAN**  
**JUNE 24, 1999**

**PREPARED BY:**  
**CITY OF PORTLAND DEVELOPMENT COMMISSION**  
**1900 SW FOURTH AVENUE, SUITE 100**  
**PORTLAND, OREGON 97201**

URBAN RENEWAL PLAN  
FOR THE  
NORTH MACADAM URBAN RENEWAL PROJECT

ADOPTED \_\_\_\_\_

BY CITY COUNCIL ORDINANCE NO. \_\_\_\_\_

## TABLE OF CONTENTS

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## EXHIBITS

- EXHIBIT 1 - Renewal Area Boundary Map
- EXHIBIT 2 - Land Use Plan/Zoning Map

**SECTION 100 - INTRODUCTION**

The North Macadam Urban Renewal Plan consists of Part One - Text and Part Two - Exhibits. This Urban Renewal Plan has been prepared by the Urban Renewal Agency of the City of Portland, Oregon pursuant to Oregon Revised Statute (ORS) Chapter 457, the Oregon Constitution, and all applicable laws and ordinances. All such applicable laws are made a part of this Plan, whether expressly referred to in the text or not.

The Urban Renewal Plan for the North Macadam Urban Renewal Area was originally approved by the City Council of the City of Portland on \_\_\_\_\_ by Ordinance No. \_\_\_\_\_.

## SECTION 200 - DEFINITIONS

The following definitions will govern the construction of this Plan unless the context otherwise requires:

"Adopted Comprehensive Plan Housing Policy" means that policy adopted by City council on December 16, 1998 by Ordinance No. 172954 to implement goal 4 of the city's Comprehensive Plan.

"Area" means the area included within the boundaries of the North Macadam Urban Renewal Area.

"Central City Plan" means the policy and land use designation plan adopted by City Council on March 24, 1988.

"City" means the City of Portland, Oregon.

"City Council" means the City Council of the City of Portland, Oregon.

"County" means the County of Multnomah, State of Oregon.

"Development Commission" means the Portland Development Commission which is the Urban Renewal Agency of the City of Portland, Oregon.

"Displaced" person or business means any person who moves or is required to move as a result of real property acquired by the Development Commission or any person receiving a written notice to vacate the property for public use as more specifically described in ORS 28.045.

"District" means the Area.

"Downtown Housing Policy" means the goals, objectives and guidelines of the City's Downtown Housing Policy and Program document, adopted by the City Council on October 3, 1979.

"Downtown Plan" means the Goals and Guidelines/Portland Downtown Plan, adopted by the Portland City Council in October, 1980, and all related and subsequent plans, policies, regulations and guidelines which, in total, makeup the City of Portland's plan for the downtown.

"Exhibit" means an attachment, either narrative or map, to the Urban Renewal Plan for the North Macadam Urban Renewal Area, Part Two - Exhibits.

"Framework Plan" means the North Macadam framework Plan, adopted by Portland City Council in August 1999, Resolution No. \_\_\_\_\_.

"General Plan" means the City's Comprehensive Plan.

"Low Income" means housing affordable to residents with incomes 50-80% of the regions' median family income, and "Very Low Income" means housing affordable to residents with incomes 0-50% of the regions' median family income.

"Moderate Income Housing" means housing affordable to residents with incomes between 80-120% of the region's median family income.

"ORS" means Oregon Revised Statute (State Law) and specifically Chapter 457 thereof.

"Objective" means any goal, general or specific, or objective described in Section 400 of this Plan.

"Plan" means the Urban Renewal Plan for the North Macadam Urban Renewal Area, Parts One and Two.

"Planning Commission" means the Planning Commission of the City of Portland, Oregon.

"Prosperous Portland" means the economic policy plan adopted by City council on September 21, 1994.

"Redeveloper" means any individual or group acquiring property from the Development Commission or receiving financial assistance for the physical improvement of privately or publicly owned structures and land.

"State" means the State of Oregon.

"Text" means the Urban Renewal Plan for the North Macadam Urban Renewal Area, Part One - Text.

## SECTION 300 - LEGAL BOUNDARY DESCRIPTION

The amended approximate boundaries of the Area are shown by the Renewal Area Boundary Map - Exhibit 1.

The project area is described as that land containing all lots or parcels of property situated in Sections 3, 10 and 15, Township 1 South, Range 1 East, Willamette Meridian, City of Portland, Multnomah County, Oregon bounded by the following described line:

Beginning at the intersection of the southerly right-of-way line of S.W. Boundary Street with the westerly right-of-way line of S.W. Macadam Avenue; thence northerly along the westerly right-of-way line of S.W. Macadam Avenue to the westerly right-of-way line of S.W. Kelly Avenue; thence northerly along the westerly right-of-way line of S.W. Kelly Avenue to the easterly right-of-way line of U.S. Interstate 5; thence northerly along the easterly right-of-way of U.S. Interstate 5 to the northwest corner of Tax Lot 1900 in the southeast one-quarter of the southwest one-quarter of Section 10, said Township and Range; thence northwesterly to the point of intersection of the centerline of U.S. Interstate 5 and the easterly prolongation of the southerly right-of-way line of S.W. Bancroft Street; thence westerly along the easterly projection of the southerly right-of-way line of S.W. Bancroft Street to the westerly right-of-way line of S.W. Kelly Avenue; thence northerly along the westerly right-of-way line of S.W. Kelly Avenue to the northerly right-of-way line of S.W. Bancroft Street; thence easterly along the easterly projection of the northerly right-of-way line of S.W. Bancroft Street to the westerly right-of-way line of S.W. Hood Street; thence northerly along the westerly right-of-way line of S.W. Hood Street to the southerly right-of-way line of S.W. Gaines Street; thence westerly along the southerly right-of-way line of S.W. Gaines Street to the easterly right-of-way line of S.W. Kelly Avenue; thence northerly along the easterly right-of-way line of S.W. Kelly Avenue to the northerly right-of-way line of S.W. Gaines Street; thence easterly along the northerly right-of-way line of S.W. Gaines Street to the westerly right-of-way line of S.W. Hood Street; thence northerly along the westerly right-of-way line of S.W. Hood Street to the southerly right-of-way line of S.W. Gibbs Street; thence westerly along the southerly right-of-way line of S.W. Gibbs Street to the easterly right-of-way line of S.W. Kelly Avenue; thence northerly along the easterly right-of-way line of S.W. Kelly Avenue to the northerly right-of-way line of S.W. Gibbs Street; thence easterly along the northerly right-of-way line of S.W. Gibbs Street to the westerly right-of-way line of S.W. Hood Street; thence northerly along the westerly right-of-way line of S.W. Hood Street to its intersection with the easterly prolongation of the southerly right-of-way line of S.W. Woods Street; thence westerly along the southerly right-of-way line and easterly prolongation of S.W. Woods Street to the westerly right-of-way line of S.W. Naito Parkway; thence northerly along the westerly right-of-way line of S.W. Naito Parkway to the southerly right-of-way line of S.W. Arthur Street; thence westerly along the southerly right-of-way line of S.W. Arthur Street to the westerly right-of-way line

of S.W. First Avenue; thence northerly along the westerly right-of-way line of S.W. First Avenue to the southerly right-of-way line of S.W. Lincoln Street; thence westerly along the southerly right-of-way line of S.W. Lincoln Street to the westerly right-of-way line of S.W. Fourth Avenue; thence northerly along the westerly right-of-way line of S.W. Fourth Avenue to the northerly right-of-way line of S.W. Lincoln Street; thence easterly along the northerly right-of-way line of S.W. Lincoln Street to the westerly right-of-way of S.W. First Avenue; thence northerly along the westerly right-of-way of S.W. First Avenue to the southerly right-of-way line of S.W. Harrison Street; thence westerly along the southerly right-of-way line of S.W. Harrison Street to the westerly right-of-way line of S.W. Fourth Avenue; thence northerly along the westerly right-of-way line of S.W. Fourth Avenue to the northerly right-of-way line of S.W. Harrison Street; thence easterly along the northerly right-of-way line of S.W. Harrison Street to the westerly right-of-way line of S.W. Naito Parkway; thence northerly along the westerly right-of-way line of S.W. Naito Parkway to the northerly line of the pedestrian mall as defined by Ordinance No. 147584; thence easterly along the easterly extension of the northerly line of said pedestrian mall to the westerly right-of-way line of S.W. Harbor Drive; thence southerly along the westerly right-of-way line of S.W. Harbor Drive to the westerly prolongation of the northerly right-of-way line of S.W. Montgomery Street; thence easterly along the northerly right-of-way line of S.W. Montgomery Street and the westerly prolongation thereof to the easterly right-of-way line of S.W. River Drive; thence southwestwardly along the easterly right-of-way line of S.W. River Drive 135.44 feet more or less to the northwest corner of Parcel 1, Partition Plat No. 1999-\_\_\_\_\_ ; thence southeasterly along the northerly line of said Parcel 1 to the westerly line of Parcel 2 of said Partition Plat; thence southerly along the westerly line of said Parcel 2 to the northerly right-of-way line of S.W. River Parkway; thence southeasterly along the northerly right-of-way line of S.W. River Parkway to the northerly right-of-way line of U.S. Interstate 5; thence northeasterly along the northerly right-of-way line of U.S. Interstate 5 to the centerline channel of the Willamette River; thence southerly, upstream along the centerline channel of the Willamette River to the easterly prolongation of the northerly line of Heron Pointe Condominiums in the northeast one-quarter of the northwest one-quarter of said Section 15; thence westerly along the northerly line of Heron Pointe Condominiums and its easterly prolongation to the easterly right-of-way line of the Southern Pacific Railroad right-of-way line; thence southerly along the easterly right-of-way of said railroad to the easterly projection of the southerly line of Tax Lot 1500 in the northeast one-quarter of the northwest one-quarter of said Section 15; thence westerly along the southerly line and easterly projection of said Tax Lot 1500 to the westerly line of Landing Drive (Private Road); thence southerly along the north line of Landing Drive to the easterly projection of the southerly right-of-way line of S.W. Boundary Street; thence westerly along the southerly right-of-way line and easterly projection of S.W. Boundary Street to the point of beginning.

## SECTION 400 - GOALS AND OBJECTIVES FOR THE NORTH MACADAM URBAN RENEWAL AREA

### A. Plan Goals

The primary goal of the Plan is to enable redevelopment of the North Macadam Area to fully utilize its potential as an employment center with the characteristics of a viable neighborhood, including adequate housing, infrastructure, transportation, and supportive businesses, amenities and services. Redevelopment will be planned in such a manner as to optimize the Area's contribution to Portland's role as the major regional employment, population, and cultural center by creating public and private facilities to bring jobs, provide supportive housing, open space, and develop necessary transportation and economic links to the rest of the City. This redevelopment should balance economic, community and environmental goals to create a healthy and vital Central City district. This redevelopment will utilize the unique character of its relationship to the Willamette River to create an identity for the Area. Improvements will link its riverfront, business centers, residential, open space and parks, retail and business centers, and must include an effective intermodal transportation system.

This Plan is one of several tools to be used to implement City policies and goals in the Area. The Framework Plan and other relevant policies provide public policy direction for this Area and should guide redevelopment. Not all City policies may be implemented by use of urban renewal. However, the Plan should be read in such a manner as to implement, complement, or support general City policies and those specific policies which are applicable to the Area and to the use of urban renewal funds. These policies should be reflected in the urban renewal projects slated for funding in the Commission's Five Year Plan and budgets for the Area. The following goals and objectives more specifically identify the purposes of this Plan.

#### 1. URBAN REVITALIZATION

##### a. General Goal

Optimize contributions to Portland's role as the major regional employment, population, and cultural center through public policies that encourage expanded opportunity for housing and jobs while retaining the positive characteristics of established residential, neighborhood and business centers. Use public investment when necessary to optimize public benefits. Prioritize expenditures of public funds in a manner that will implement the Framework Plan, the Comprehensive Plan including Portland's Housing Policy and Prosperous Portland, the Central City Plan and other applicable policies.

##### b. Specific Goals

(1) **The Riverfront.** Fully utilize the aesthetic, commercial, and qualitative benefits of the relationship among the uplands, the greenway, the waterfront, and the Willamette River. Augment the mixed commercial and residential character of the area by, among other methods, developing public access along the greenway in order to link private

residential and commercial spaces, and by developing opportunities for riverfront uses including public parks, plazas, habitat, open spaces and commercial enterprises.

(2) **Living Closer to Work.** Facilitate balanced, mixed development of commercial and residential improvements to encourage and provide opportunities for workers of all family sizes, ages, cultural backgrounds, and income levels to reside near their employment.

(3) **Utilization of Vacant Land.** Provide for full utilization of existing vacant and underutilized land except in those areas designated as open space, which should be located strategically to complement other uses.

(4) **Open Space.** Provide opportunities for recreation and visual relief by creating and preserving Portland's parks and supporting pedestrian linkages to the greenway, the waterfront, the uplands, and open spaces.

(5) **Urban Diversity.** Promote a high-quality urban environment with design attributes, use of materials, and characteristics that encourage a range of living environments and employment opportunities for city residents in order to attract and retain a stable and diversified population.

(6) **Transit Stations.** When new transit facilities and stations are to be sited, increase opportunities for adjoining commercial activities, and the development of medium- and high-density residential improvements.

(7) **Adjacent Areas.** Coordinate, support and provide ability to integrate goals and activities of adjacent neighborhoods and renewal areas with this renewal Area.

(8) **Natural Environment.** Enhance restoration of the health of the local ecosystem in association with the urban neighborhood through means such as planting, development of wildlife habitat, assurance of a structurally sound riverbank which responds to the river dynamics, and daylighting streams where feasible within the network of parks, open spaces, and the Willamette Greenway.

(9) **Brownfields Redevelopment.** Coordinate redevelopment of brownfields with citywide policies, initiatives, and resources, including the Brownfields Showcase designation.

## 2. **JOB CREATION**

### a. General goal

Optimize economic development to create a job center in the Area. Support infrastructure and development to attract target industries identified by City policies and

businesses that support these industries or enhance fulfillment of the job density goals of the Area. Create linkages between job and housing development in the Area.

b. Specific Goals

(1) Create appropriate infrastructure, amenities, services and development opportunities to bring new jobs to the Area, as provided in City policy.

(2) Encourage a mix of occupations and wage levels that provide a range of employment opportunities consistent with the central city, and central city "fringe" locations.

(3) Develop a mix of employment density and design principles that reflect the Area's status as a transition area from the central city to close in neighborhoods, support housing development potential in the Area, and support transit development.

(4) Evaluate and develop a range of public financing mechanisms to encourage employment growth in the district generally, and in specific target industries.

(5) Identify and encourage opportunities such as Oregon Health Sciences University development in North Macadam, including the potential capture of spin-off activities from OHSU's bioscience/health technologies research and development.

(6) Support service and retail business opportunities made available by increased employment, residential, and commercial activity in the Area.

(7) Support marketing and redevelopment of land to encourage businesses to site employment opportunities in the Area.

(8) Seek opportunities to create synergy among transportation, utility systems, and housing development that will allow for efficient redevelopment in a manner that encourages diverse-income employment and a mix of occupations consistent with the central city and central city fringe locations.

3. **PUBLIC INVOLVEMENT**

a. General Goal

Solicit and receive public input into the preparation of the Urban Renewal Plan and future amendments to it.

b. Specific Goals

(1) The Commission intends to continue to solicit public input from neighborhood groups, property owners, and other interested parties, for all significant issues and

policies related to the adoption and implementation of the Plan, including open houses, newsletters, web-site information and/or other approaches as suitable.

(2) The Commission may establish additional citizen committees as appropriate to address new issues and opportunities into the future.

(3) In addition, public input will be solicited as part of the Commission's annual budget preparation process and future Five Year Plan Update Processes.

(4) Future urban renewal plan amendments will also involve public input, through public hearings held by the Portland Development Commission, Portland Planning Commission and Portland City Council with public notice provided in conformance with state law and consistent with the amendment process in Section 900.

#### 4. WILLAMETTE RIVERFRONT AND NATURAL ENVIRONMENT

##### a. General Goal

Protect, conserve, maintain, and enhance the scenic, habitat value, historic, economic, and recreational qualities of land along the riverfront and in natural areas.

##### b. Specific Goals

(1) Enhance the natural, cultural and recreational values of the Willamette River and its banks to create an exemplary urban riverfront, which will be the focus for the District and its surrounding neighborhoods. Coordinate development by establishing a program of land use, design, visual, and public access requirements that optimize public use and appreciation of this diverse urban waterway.

(2) Increase public access to and along the Willamette River by extending the recreational trail system on the west side of the river through the Area.

(3) Conserve and enhance the aesthetic value, urban and riparian habitat, and structural soundness of the riverbanks.

(4) Facilitate the development of an attractive, quality commercial and recreational environment along the river.

## 5. HOUSING

### a. General Goal

Provide for new housing units in livable mixed-income neighborhoods that collectively reflect a diversity of housing types, occupancy (rental and owner-occupied), and income levels in the City. Support housing development that is geared to support the Area's employment generation goals.

### b. Specific Goals

(1) Provide a wide range of housing opportunities to accommodate households at all income levels, including low income, moderate-income, and market-rate rental and owner-occupied housing, which support prospective residential markets in, adjacent to, and near the Area.

(2) Develop quality housing in a manner that makes available housing opportunities for a profile of household incomes that are representative of the City as a whole.

(3) Consistent with Jobs goals and where financially feasible, encourage and promote housing opportunities for Low and Very low-income households.

(4) Promote and encourage a density of housing in the area which supports transit orientation and rider-ship, and which accommodates the city's housing unit growth goals in this central city location.

(5) Encourage programs which create linkage between employment and housing in or near the Area. Pursue an appropriate balance of jobs and housing to insure vitality and reduce congestion. Promote housing which supports and enhances the attraction of new jobs to the Central City and creates residential linkages with the research and medical facilities on Marquam Hill.

(6) Promote the development of housing in the Area which supports a connection with the surrounding neighborhood, and provides increased housing opportunities for nearby residents and workers.

(7) Develop and support services and amenities necessary for a quality neighborhood as well as assisting the maintenance and production of substantial and well-designed housing.

(8) Assess the impact of new development on existing housing in the Area to prevent or mitigate potential displacement.

## 6. TRANSPORTATION AND UTILITIES

### a. General Goal

Develop a transportation and circulation system which enhances linkages with other parts of Portland and the region; modify and improve transportation within the Area to enhance livability, and encourage development and use of multimodal transportation; assure adequate water, sewer, storm sewer, flood protection and drainage, communication, and other infrastructure necessary to support redevelopment of the Area.

### b. Specific Goals

(1) Develop an integrated transportation system in which each mode, and the system as a whole, is efficient and practical, and serves the commercial, residential, and recreational needs of the Area.

(2) Provide adequate parking to support new development, consistent with transportation demand management strategies.

(3) Facilitate the location in the Area of regional light rail, bus, tram, water taxi, a transit hub, and/or streetcar improvements through the availability of land, funding, or both.

(4) Develop bikeways that are separate from pedestrianways wherever practical, particularly in parks and open spaces, and assure that bicycle and pedestrian access exists to link internal employment, residential, neighborhood service, recreational, and transit destinations.

(5) Implement the North Macadam District Street Plan to create adequate vehicular access to, from, and within the Area.

## 7. PARKS, OPEN SPACES, AND OTHER PUBLIC AMENITIES

### a. General Goals

Create, and support the development of amenities including, neighborhood and pocket parks, open spaces, natural areas, daylighted creeks, urban plazas, green streets and public attractions which will make the Area a comfortable and pleasant place for people to live and work, and a resource of all citizens of the City.

### b. Specific Goals

(1) Provide for construction of the Willamette Greenway Trail and east-west pedestrian connections in the Area.

(2) Create a network of parks and greenspaces that meets the needs of the Area and connects to regional resources.

(3) Create an attractive setting for area residents, employees and visitors by developing open spaces that complement commercial and residential development.

(4) Enhance urban wildlife habitat areas and create educational and recreational opportunities for citizens to interact with wildlife.

(5) Develop appropriate public facilities to support increased population, employment and commercial activity in the Area.

(6) Enhance the Area by use of public art.

## B. Plan Goals as Implementation of City Goals

### 1. PORTLAND COMPREHENSIVE PLAN

Effective on January 1, 1981 and last revised in October of 1996, the City of Portland's Comprehensive Plan is a guide for all land use related development within the City.

**Goal 2 - Urban Development:** Maintain Portland's role as the major regional employment, population and cultural center through public policies that encourage expanded opportunity for housing and jobs, while retaining the character of established residential neighborhoods and business centers.

**Policy 2.2 - Urban Diversity:** Promote a range of living environments and employment opportunities for Portland residents in order to attract and retain a stable and diversified population.

**Policy 2.9 - Residential Neighborhoods:** Allow for a range of housing types to accommodate increased population growth while improving and protecting the city's residential neighborhoods.

**Policy 2.10 - Downtown Portland:** Reinforce the downtown's position as the principal commercial, service, cultural and high density housing center in the city and the region. Maintain the downtown as the city's principal retail center through implementation of the Downtown Plan.

**Policy 2.11 - Commercial Centers:** Expand the role of major established commercial centers which are well served by transit. Strengthen these centers with retail, office, service and labor-intensive industrial activities which are compatible with the surrounding area. Encourage the retention of existing medium and high density apartment zoning adjacent to these centers.

**Policy 2.12 - Transit Corridors:** Provide a mixture of activities along major transit routes and Main Streets to support the use of transit. Encourage development of commercial uses and allow labor-intensive industrial activities which are compatible with the surrounding area. Require development along transit routes to relate to the transit line and pedestrians and to provide on-site pedestrian connections.

**Policy 2.15 - Living Closer to Work:** Locate greater residential densities near major employment centers, including Metro-designated regional and town centers, to reduce vehicle miles traveled per capita and maintain air quality. Locate affordable housing close to employment centers. Encourage home-based work where the nature of the work is not disruptive to the neighborhood.

**Objectives:**

**A. Land Use**

Promote a rich and diverse mix of compatible land uses within the area, including industrial, commercial, institutional and residential.

**B. Economic Development**

Promote and encourage existing businesses to remain in the area and encourage a healthy business atmosphere which attracts compatible new firms.

**C. Transportation**

Promote a transportation system which serves area users and provides efficient access and circulation in and through the district.

**Goal 3 - Neighborhoods:** Preserve and reinforce the stability and diversity of the City's neighborhoods while allowing for increased density in order to attract and retain long-term residents and businesses and insure the City's residential quality and economic vitality.

**Policy 3.1 - Physical Conditions:** Provide and coordinate programs to prevent the deterioration of existing structures and public facilities.

**Policy 3.2 - Social Conditions:** Provide and coordinate programs to promote neighborhood interest, concern and security and to minimize the social impact of land use decisions.

**Policy 3.5 - Neighborhood Involvement:** Provide for the active involvement of neighborhood residents and businesses in decisions affecting their neighborhood through the promotion of neighborhood and business associations.

**Goal 4 Housing:** Enhance Portland's vitality as a community at the center of the region's housing market by providing housing of different types, tenures, density, sizes, costs, and locations that accommodate the needs, preferences, and financial capabilities of current and future households.

**Policy 4.1 – Housing Availability:** Ensure that an adequate supply of housing is available to meet the needs, preferences, and financial capabilities of Portland's households now and in the future.

**Policy 4.3 – Sustainable Housing:** Encourage housing that supports sustainable development patterns by promoting the efficient use of land, conservation of natural resources, easy access to public transit and other efficient modes of transportation, easy access to services and parks, resource efficient design and construction, and the use of renewable energy resources.

**Policy 4.4 – Housing Safety:** Ensure a safe and healthy built environment and assist in the preservation of sound existing housing and the improvement of neighborhoods.

**Policy 4.6 – Housing Quality:** Encourage the development of housing that exceeds minimum construction standards.

**Policy 4.7 – Balanced Communities:** Strive for livable mixed-income neighborhoods throughout Portland that collectively reflect the diversity of housing types, tenures (rental and ownership) and income levels of the region.

**Policy 4.8 – Regional Housing Opportunities:** Ensure opportunities for economic and racial integration throughout the region by advocating for the development of a range of housing options affordable to all income levels throughout the region.

**Policy 4.9 – Fair Housing:** Ensure freedom of choice in housing type, tenure, and neighborhood for all, regardless of race, color, age, gender, familial status, sexual orientation, religion, national origin, source of income or disability.

**Policy 4.10 – Housing Diversity:** Promote creation of a range of housing types, prices, and rents to 1) create culturally and economically diverse neighborhoods; and 2) allow those whose housing needs change to find housing that meets their needs within their existing community.

**Policy 4.11 – Housing Affordability:** Promote the development and preservation of quality housing that is affordable across the full spectrum of household incomes.

**Policy 4.14 – Neighborhood Stability:** Stabilize neighborhoods by promoting: 1) a variety of homeownership and rental housing options; 2) security of housing tenure; and 3) opportunities for community interaction.

**Policy 4.15 – Regulatory Costs and Fees:** Consider the impact of regulations and fees in the balance between housing affordability and other objectives such as environmental quality, urban design, maintenance of neighborhood character, and protection of public health, safety, and welfare.

**Goal 5. - Economic Development:** Foster a strong and diverse economy that provides a full range of employment and economic choices for individuals and families in all parts of the city.

**Policy 5.1 - Urban Development and Revitalization:** Encourage investment in the development, redevelopment, rehabilitation and adaptive reuse of urban land and buildings for employment and housing opportunities.

**Policy 5.2 - Business Development:** Sustain and support business development activities to retain, expand and recruit businesses.

**Policy 5.3 - Community-Based Economic Development:** Support community-based economic development initiatives consistent with this Comprehensive Plan and compatible with neighborhood livability.

**Policy 5.4 - Transportation System:** Promote a multi-modal regional transportation system that encourages economic development.

**Objective G:** Pursue special opportunities for alternative modes of transportation to serve as attractors themselves. Such projects include water taxis, streetcars and bicycle/ pedestrian facilities and amenities.

**Policy 5.5 - Infrastructure Development:** Promote public and private investments in public infrastructure to foster economic development in Council-designated target areas.

**Policy 5.6 - Area Character and Identity Within Designated Commercial Areas:** Promote and enhance the special character and identity of Portland's designated commercial areas.

**Policy 5.7 - Business Environment within Designated Commercial Areas:** Promote a business environment within designated commercial areas that is conducive to the formation, retention and expansion of commercial businesses.

**Policy 5.8 - Diversity and Identity in Industrial Areas:** Promote a variety of efficient, safe and attractive industrial sanctuary and mixed employment areas in Portland.

**Goal 6 - Transportation:** Provide for and protect the public's interest and investment in the public right-of-way and transportation system by encouraging the development of a balanced, affordable and efficient transportation system consistent with the Arterial Streets Classifications and Policies.

**Policy 6.6 - Urban Form:** Support a regional form composed of mixed-use centers served by a multi-model transportation system. New development should be served by interconnected public streets which provide safe and convenient pedestrian, bicycle and vehicle access. Street and pedestrian connections should be provided to transit routes and within and between new and existing residential, commercial and employment areas and other activity centers.

**Policy 6.7 Public Transit:** Develop transit as the preferred form of person trips to and from the Central City, all regional and town centers, and light rail stations.

**Policy 6.11 - Pedestrian Transportation:** Plan and complete a pedestrian network that increases the opportunities for walking to shopping and services, institutional and recreational destinations, employment, and transit.

**Goal 8 - Environment:** Maintain and improve the quality of Portland's air, water and land resources and protect neighborhoods and businesses centers from detrimental noise pollution.

**Policy 8.4 - Ride Sharing, Bicycling, Walking, and Transit:** Promote the use of alternative modes of transportation such as ridesharing, bicycling, walking and transit throughout the metropolitan area.

**Policy 8.11 - Special Areas:** Recognize unique land qualities and adopt specific planning objectives for special areas.

**Policy 8.14 - Natural Resources:** Conserve significant natural and scenic resource sites and values through a combination of programs which involve zoning and other land use controls, purchase, preservation, intergovernmental coordination, conservation, and mitigation. Balance the conservation of significant natural resources with the need for other urban uses and activities through: evaluation of economic, social, environmental, and energy consequences of such actions.

**Goal 11. - Public Facilities:** Provide a timely, orderly and efficient arrangement of public facilities and services that support existing and planned land use patterns and densities.

**Policy 11. 1 - Service Responsibility:** Within its boundaries of incorporation, the City of Portland will provide, where feasible and as sufficient funds are available from public or private sources, the following facilities and services at levels appropriate for all land use types:

- 1 streets and other public ways
2. sanitary and stormwater sewers
3. police protection
4. fire protection
5. parks and recreation
6. water supply

**Goal 12. - Urban Design:** Enhance Portland as a livable city, attractive in its setting and dynamic in its urban character by preserving its history and building a substantial legacy of quality private developments and public improvements for future generations.

**Policy 12.1 - Portland's Character**

**Objective G:** Extend urban linear features such as linear parks, park blocks and transit malls. Celebrate and enhance naturally occurring linear features such as rivers, creeks, sloughs and ridgelines. Tie public attractions, destinations and open spaces together by locating them in proximity to these linear features. Integrate the growing system of linear features into the City's transportation system, including routes and facilities for pedestrians, bicyclists and boaters.

**Policy 12.2. - Enhancing Variety:** Promote the development of areas of special identity and urban character. Portland is a city built from the aggregation of formerly independent settlements. The City's residential, commercial and industrial areas should have attractive identities that enhance the urbanity of the City.

**Policy 12.6 - Preserve Neighborhoods:** Preserve and support the qualities of individual neighborhoods that help to make them attractive places. Encourage neighborhoods to express their design values in neighborhood and community planning projects. Seek ways to respect and strengthen neighborhood values in new development projects that implement this Comprehensive Plan.

2. **CENTRAL CITY PLAN**

Adopted by the Portland City Council on March 24, 1988, the Central City Plan established land use designations and policies as part of the City's Comprehensive Plan. The Plan was updated most recently in 1995. Note the Framework Plan and its adoption and incorporation into Central City Plan, when adopted, will be a governing document.

**Policy 2 - The Willamette Riverfront:** Enhance the Willamette River as the focal point for views, public activities, and development which knits the City together.

**Policy 2B:** Locate a wide range of affordable and attractive public activities and attracts along the riverbank and create frequent pedestrian access to the water's edge.

**Policy 3 - Housing:** Maintain the Central City's status as Oregon's principal high density housing area by keeping housing production in pace with new job creation.

**Policy 3C:** Encourage the development of housing to meet diverse needs by encouraging a range of housing types, prices, and rent levels. Avoid isolating higher, middle, moderate, low and very low income households.

**Policy 3D:** Foster housing development as a key component of a viable urban environment. Encourage a mix of rental and owner-occupied housing that accommodates the variety of households and families attracted to a Central City lifestyle. Include affordable housing in this mix.

**Policy 3H:** Facilitate housing ownership in order to foster a vested interest and "stewardship" in the Central City by residents.

**Policy 4 - Transportation:** Improve the Central City's accessibility to the rest of the region and its ability to accommodate growth, by extending the light rail system and by maintaining and improving other forms of transit and the street and highway system, while preserving and enhancing the City's livability.

**Policy 6A:** Foster the development of a vital "24-hour" city which encourages the presence of people that "provide eyes on the street", to deter crime.

**Policy 7B:** Improve water quality in the Willamette River.

**Policy 8 - Parks and Open Spaces:** Build a park and open space system of linked facilities that tie the Central City districts together and to the surrounding community.

**Policy 11 - Historic Preservation:** Preserve and enhance the historically and architecturally important buildings and places and promote the creation of our own legacy for the future.

**Policy 12 - Urban Design:** Enhance the Central City as a livable, walkable area which focuses on the river and captures the glitter and excitement of city living.

**Policy 12A:** Create a rich and enjoyable environment for pedestrians throughout the Central City.

**Policy 14 - Downtown:** Strengthen the Downtown as the heart of the region, maintain its role as the preeminent business location in the region, expand its role in retailing, housing, and tourism, and reinforce its cultural, educational, entertainment, governmental and ceremonial activities.

**Policy 21 - North Macadam:** Develop the district as a mixed use neighborhood with significant residential development along the river bank and commercial development along Macadam and the Jefferson Street light rail line.

**Policy 21A.** Orient new development to pedestrians and provide frequent links to the river.

**Policy 21B.** Keep waterfront development low-rise and allow taller development along the light rail line.

**Policy 21C.** Complete the Willamette River Greenway Trail riverbank connection between John's Landing and River Place.

**Policy 21D.** Improve road access and transit service within the district.

### 3. **PROSPEROUS PORTLAND**

The document, Prosperous Portland, was adopted by the Portland City Council on September 21, 1994 as an addition to the Economic Development Policy, one of the twelve elements of the Comprehensive Plan Goals and Policies. The policies that are most relevant to the North Macadam Urban Renewal Plan are:

**Policy 13 – Target Infrastructure Development:** The City of Portland will invest in infrastructure that fosters physical development to increase the City's economic and tax base in targeted geographic areas.

**Policy 14 – Encourage Urban Development and Redevelopment:** The City of Portland will tailor its programs and regulations to meet the needs of and encourage investment in the development and redevelopment of urban land and buildings for employment and housing opportunities.

**Policy 15 – Promote a Transportation System that Encourages Economic Growth:** The City of Portland promotes a regional transportation system that encourages economic growth.

## SECTION 500 - LAND USE PLAN

A map of zoning classifications in the Renewal Area is included as Exhibit 2. As used in the following section, the terms "District" or "district" refer to the North Macadam District, a subdistrict of the Central City plan district, not the North Macadam urban renewal area. Revisions to these regulations automatically revise this plan, which describes the regulatory conditions in the Area, but shall not be construed to create or preserve regulation.

### A. Base Zone (CX) Regulations

The base zone for the entire North Macadam District is Central Commercial (CX). This is Portland's most intense commercial zone. It allows a wide variety of commercial, residential, industrial, and institutional uses. Development is intended to be oriented to pedestrians. Large buildings may cover all or most of the sites. Building height limits, floor area ratios (FARs), some building setbacks, and parking are governed by the Central City plan district regulations for the North Macadam subdistrict.

### B. The Central City Plan District Regulations for the North Macadam District

The North Macadam District, which this Renewal Area includes, is a subdistrict of the Central City Plan District. The plan district regulations apply when they differ from the base zone requirements. For instance, the plan district regulations govern floor area ratios (FARs) and maximum building heights. For example, while the CX zone has a FAR of 4:1 under the base zone regulations, the plan district reduces the allowed FAR at some locations and increases it at others in the North Macadam subdistrict of the Central City Plan District.

### C. Overlay Zones

1. The design overlay (d) covers the entire district. This zone requires projects to meet guidelines of design compatibility. Both the *Central City Fundamentals* and the *Special Design Guidelines for the North Macadam District* apply to the district.

2. The river general greenway overlay (g) covers the eastern portion of the district adjacent to the Willamette River. The regulations of this overlay zone implement the *Willamette Greenway Plan* for this portion of the river including the *Greenway Design Guidelines*. The greenway zone imposes additional requirements including a building setback from the river and the creation of the greenway trail.

3. Other base zoning classifications in the North Macadam Urban Renewal Area are:

CO2 - Office Commercial 2 zone. The Office Commercial 2 zone is a low and medium intensity office zone generally for Major City Traffic Streets as designated by the Arterial Streets Classification Policy. Uses are limited to those in the Office category and may have a local or regional emphasis. The zone is intended to prevent the appearance of strip

commercial development by allowing office uses but not other commercial uses. Commercial uses are also restricted to limit detrimental impacts on nearby residential areas. Development is expected to be generally auto-accommodating, , except where the site is adjacent to a transit street.. The development standards allow for more intense development than in the CO1 zone, but not so intense as the CG zone.

R1 zone. The R1 zone is a medium density multi-dwelling zone. It allows approximately 43 units per acre. Density may be as high as 65 units per acre if amenity bonus provisions are used. Allowed housing is characterized by one to four story buildings and a higher percentage of building coverage than in the R2 zone. The major type of new housing development will be multi-dwelling structures (condominiums and apartments), duplexes, townhouses, and rowhouses. Generally, R1 zoning will be applied near neighborhood collector and district collector streets, and local streets adjacent to commercial areas, or major streets.

RH zone. The RH zone is a high density multi-dwelling zone. Density is not regulated by a maximum number of units per acre. Rather, the maximum size of buildings and intensity of use is regulated by floor area ratio (FAR) limits and other site development standards. Generally the density will range from 80 to 125 units per acre. Allowed housing is characterized by medium to high height and a relatively high percentage of building coverage. The major types of new housing development will be low, medium, and high-rise apartments and condominiums. Generally, RH zones will be well served by transit facilities or be near areas with supportive commercial services.

General Employment – EG1 The General Employment zones implement the Mixed Employment map designation of the Comprehensive Plan. The zones allow a wide range of employment opportunities without potential conflicts from interspersed residential uses. The emphasis of the zones is on industrial and industrially-related uses. Other business and commercial uses are also allowed to support a wide range of services and employment opportunities. The development standards for each zone are intended to allow new development which is similar in character to existing development. The intent is to promote viable and attractive industrial/business areas.

General Employment 1. EG1 areas generally have smaller lots and a grid block pattern. The area is mostly developed, with sites having high building coverages and buildings which are usually close to the street. EG1 zoned lands will tend to be on strips or small areas.

General Commercial - CG The General Commercial (CG) zone is intended to allow auto-accommodating commercial development in areas already predominantly built in this manner and in most newer commercial areas. The zone allows a full range of retail and service businesses with a local or regional market. Industrial uses are allowed but are limited in size to avoid adverse effects different in kind or amount than commercial uses and to ensure that they do not dominate the character of the commercial area. Development is expected to be generally auto-accommodating, except where the site is adjacent to a transit street. The zone's development standards promote attractive development, an open and pleasant street appearance, and compatibility with adjacent residential areas. Development is intended to be aesthetically pleasing for motorists, transit users, pedestrians, and the businesses themselves.

Neighborhood Commercial 1 – CN1. The Neighborhood Commercial 1 (CN1) zone is intended for small sites in or near dense residential neighborhoods. The zone encourages the provision of small scale retail and service uses for nearby residential areas. Some uses which are not retail or service in nature are also allowed so a variety of uses may locate in existing buildings. Uses are restricted in size to promote a local orientation and to limit adverse impacts on nearby residential areas. Development is intended to be pedestrian-oriented and compatible with the scale of surrounding residential areas. Parking areas are restricted, since their appearance is generally out of character with the surrounding residential development and the desired orientation of the uses.

## SECTION 600 - PROJECT ACTIVITIES

In order to achieve the objectives of this Plan, the following activities will be undertaken on behalf of the City by the Development Commission, in accordance with applicable Federal, State, County and City laws, policies and procedures. The authority and powers granted in this Section may be exercised in conjunction with any authority or powers granted to the Development Commission by statute, ordinance, or the City Charter.

### 1. REDEVELOPMENT THROUGH NEW CONSTRUCTION

a. Intent. It is the intent of this Plan to stimulate new private investment on vacant or underutilized property to achieve the objectives of this Plan.

b. Method. Redevelopment through new construction may be achieved in two ways:

(1) By public or private property owners, with or without financial assistance by the Development Commission;

(2) By acquisition of property by the Development Commission for redevelopment or resale to others for redevelopment.

c. Redevelopment Financing. The Development Commission, with funds available to it, is authorized to set guidelines, establish loan programs and provide below-market interest rate and market rate loans and provide such other forms of financial assistance to property owners and those desiring to acquire property, as it may deem appropriate in order to achieve the objectives of this Plan.

### 2. REHABILITATION AND CONSERVATION

a. Intent. It is the intent of this Plan to conserve and rehabilitate existing buildings where they may be adapted for uses that further Plan goals.

b. Method. Rehabilitation and conservation may be achieved in three ways:

(1) By owner and/or tenant activity, with or without financial assistance by the Development Commission;

(2) By the enforcement of existing City codes and ordinances;

(3) By acquisition of property by the Development Commission for rehabilitation by the Development Commission or resale for rehabilitation by others.

c. Rehabilitation and Conservation Financing. The Development Commission, with funds available to it, is authorized to create guidelines, establish loan

programs and provide below market interest rate and market rate loans to the owners of buildings, or those intending to acquire buildings, which are in need of rehabilitation and for which rehabilitation and reuse is economically feasible.

### 3. ACQUISITION AND REDEVELOPMENT

a. Intent. It is the intent of this Plan to acquire property within the Area, if necessary, by any legal means to achieve the objectives of this Plan, and specifically, where one or more of the conditions listed in Subsection 600-3-D below are found to exist.

b. Method. At the time of this Plan's adoption, no specific property has been identified for acquisition. However, property acquisition, including limited interest acquisition, is hereby made a part of this Plan and may be used to achieve the objectives of this Plan.

c. Land Acquisition by Urban Renewal Plan Amendments. Land acquisition for any purpose other than specifically listed below shall be accomplished only following procedures for amending this Plan as set forth in Section 900 of this Plan.

Assembling land for development by the private sector where the developer of such land is a person or group other than the owner of record of such land to be acquired, shall be accomplished only following a formal, minor amendment to this Plan. Therefore, each such development and the property acquisition required shall be processed on a case-by-case basis and no such acquisition shall be undertaken until a minor amendment to the Plan has been completed. In the case of acquisition under the Development Commission's power of eminent domain, the City Council shall ratify the minor amendment to this Plan.

If such plan amendment is approved by the City Council, a map exhibit shall be prepared showing the properties to be acquired and the purpose of such acquisition. Such map exhibit shall be appropriately numbered and shall be included in Part Two as an official part of this Urban Renewal Plan.

d. Land Acquisition. Land acquisition not requiring a Plan amendment requires the prior approval of the Portland Development Commission by Resolution. The Development Commission may acquire land without amendment to this Plan where the following conditions exist:

(1) Where it is determined that the property is needed to provide public improvements and facilities as follows:

- (a) Right-of-way acquisition for streets, alleys or pedestrian ways;
- (b) Property acquisition for public use.

(2) Where such conditions exist as may affect the health, safety and welfare of the Area as follows:

(a) Where existing conditions do not permit practical or feasible rehabilitation of a structure and it is determined that acquisition of such properties and demolition of the improvements thereon are necessary to remove substandard and blighting conditions;

(b) Where acquisition of property is necessary in order to construct public facilities such as fire or police stations.

(3) Where the owner of real property within the boundaries of the Area wishes to convey title of such property by any means, including by gift.

#### 4. LAND DISPOSITION

##### a. Property Disposition.

The Development Commission is authorized to sell, lease, exchange, subdivide, transfer, assign, pledge, encumber by mortgage or deed of trust, or otherwise dispose of any interest in real property which has been acquired, in accordance with the provisions of this Urban Renewal Plan.

All real property acquired by the Development Commission in the Area shall be disposed of for development for the uses permitted in the Plan at its fair re-use value for the specific uses to be permitted on the real property. Real property acquired by the Development Commission may be disposed of to any other person or entity by the Development Commission, in accordance with the Plan, by negotiated sale for its fair reuse value. All persons and entities obtaining property from the Development Commission shall use the property for the purposes designated in this Plan, and shall commence and complete development of the property within a period of time which the Development Commission fixes as reasonable, and to comply with other conditions which the Development Commission deems necessary to carry out the purposes of this Plan.

To provide adequate safeguards to insure that the provisions of this Plan will be carried out to prevent the recurrence of blight, all real property disposed of by the Development Commission, as well as all real property owned or leased by participants which is assisted financially by the Development Commission, shall be made subject to this Plan. Leases, deeds, contracts, agreements, and declarations of restrictions by the Development Commission may contain restrictions, covenants, covenants running with the land, rights of reverter, conditions subsequent, equitable servitudes, or any other provisions necessary to carry out this Plan.

b. Redeveloper's Obligations

Any Redeveloper, and his successors and assigns, in addition to the other controls and obligations stipulated and required of him by the provisions of this Urban Renewal Plan, shall also be obligated by the following requirements.

(1) The Redeveloper shall obtain necessary approvals of proposed developments from all Federal, State and/or Local agencies that may have jurisdiction on properties and facilities to be developed within the Area.

(2) The Redeveloper and his successors or assigns shall develop such property, in accordance with the land use provisions and building requirements specified in this Plan.

(3) The Redeveloper shall submit all plans and specifications for construction of improvements on the land to the Development Commission for prior review and distribution to appropriate reviewing bodies as stipulated in this Plan and existing City codes and ordinances. Such plans and specifications shall comply with this Plan and the requirements of existing City codes and ordinances.

(4) The Redeveloper shall accept all conditions and agreements as may be required by the Development Commission for land sale or for receiving financial assistance from the Development Commission.

(5) The Redeveloper shall commence and complete the development of such property for the uses provided in this Plan within a reasonable period of time as determined by the Development Commission.

(6) The Redeveloper shall not effect or execute any agreement, lease, conveyance, or other instrument whereby the real property or part thereof is restricted upon the basis of age, race, color, religion, gender, sexual orientation, or national origin in the sale, lease or occupancy thereof.

(7) The Redeveloper shall maintain developed and/or undeveloped property under his ownership within the area in a clean, neat, and safe condition, in accordance with the approved plans for development.

5. **PUBLIC IMPROVEMENTS**

a. Intent

Public facilities and utilities may be improved or constructed within public rights-of-way, easements, or on public property. These may include storm and sanitary sewer improvements, flood control, water delivery systems, communication delivery systems, street lighting installation, landscaping, street improvements, light rail and other transit system

components, pedestrian trails and other facilities, recreational facilities, parking facilities, parks, open space development, safety-related public facilities, and public restrooms. The private utilities concerned will make such modifications and adjustments as may be legally required of them by the City to adequately serve development and meet the objectives of this Plan. Public improvements which may be undertaken, under this Plan, are listed in Subsection 600-5-B, below.

b. Anticipated Improvements

Public improvements may include the construction, reconstruction, repair or replacement of sidewalks, streets, pedestrian amenities and public infrastructure including, but not limited to:

- (1) Parks and open space;
- (2) New curbs and gutters, including curb extensions into on-street parking areas;
- (3) Flood control and prevention facilities, storm water, sanitary sewer, water, power, communication, and other public or private utilities;
- (4) New sidewalks or other pedestrian improvements, including bikeways, pedestrianways, and trails;
- (5) Trees, shrubs, plants, ground covers, and other plant materials including irrigation systems, soil preparation and/or containers to support same;
- (6) Tables, benches and other street furniture including signage, kiosks, phone booths, drinking fountains, decorative fountains, street and trail lights, and traffic control devices;
- (7) Special graphics for directional and informational purposes;
- (8) Sidewalk awnings, canopies and other weather-sheltering devices for the protection of pedestrians and to augment transit passenger facilities;
- (9) On and off-street parking facilities and structures;
- (10) Light rail, streetcar, tram, and other transit-related related facilities;
- (11) Portal improvements, including to Bancroft /Hood /Macadam and Macadam / Curry / Gibbs intersections, and transportation and pedestrian access improvements to Downtown, Riverplace and the Corbett/Terwillger/Lair Hill region.
- (12) North-South transportation improvements, including Moody, Bond, and River Parkway;

(13) Linkages between the riverfront and residential areas;

(14) Riverfront improvement and amenities, including the Willamette Greenway Trail, bank restoration and stabilization, urban habitat enhancement, parks and open space including for recreational, educational, and cultural activities, and features such as walkways, marinas, and docks;

(15) Facilities supportive of the residential and business community development such as meeting, conference, educational, upland parks, recreational, or cultural spaces; and

(16) Facilities supportive of the unique identity of the Area, such as plazas, gateways, and public art.

(17) Expanded and upgraded utility infrastructure.

## 6. OWNER PARTICIPATION

Property owners within the Urban Renewal Area proposing to improve their properties and who receive financial assistance from the Development Commission shall do so in accordance with all applicable provisions of this Plan as well as with all applicable codes, ordinances, policies, plans and procedures of the City. The Development Commission may provide financial assistance when appropriate to assist property owners to accomplish goals of the Plan. Such assistance may include:

a. Infrastructure

The Development Commission may provide incentives for private parties to undertake and complete development of any of the infrastructure the Development Commission is authorized to complete in Paragraph 5 above of this Section.

b. Job Creation

The Development Commission may provide assistance and incentives, including through loans or other funding programs, for private, nonprofit and for profit parties to undertake projects that are supportive of the jobs creation and employment goals of the Plan, including:

(1) Land acquisition and transfer for rehabilitation or redevelopment;

(2) Financial mechanisms to promote, facilitate, and develop employment opportunities in the Area.

c. Housing

The Development Commission may provide assistance and incentives, including through loans or other funding programs, for property owners to undertake and complete projects supportive of the housing goals of the Plan, including:

- (1) Land acquisition and transfer for rehabilitation and redevelopment;
- (2) Financial mechanisms to promote, facilitate, and develop housing in the Area.

7. **RELOCATION**

The Development Commission will provide assistance to persons or businesses displaced in finding replacement facilities. All persons or businesses to be displaced will be contacted to determine such relocation needs. They will be provided information on available space and will be given assistance in moving. All relocation activities will be undertaken and payments made, in accordance with the requirements of ORS 281.045-281.105 and any other applicable laws or regulations. Relocation payments will be made as provided in ORS 281.060. Payments made to persons displaced from dwellings will assure that they will have available to them decent, safe and sanitary dwellings at costs or rents within their financial reach. Payment for moving expense will be made to businesses displaced.

The Development Commission has prepared and maintains information in its office relating to the relocation program and procedures, including eligibility for and amounts of relocation payments, services available and other relevant matters.

## **SECTION 700 - METHODS FOR FINANCING THE PROJECT**

### **A. General Description Of The Proposed Financing Methods**

The Development Commission may borrow money and accept advances, loans, grants and any other form of financial assistance from the Federal Government, the State, City, County, or other public body, or from any sources, public or private, for the purposes of undertaking and carrying out this Plan, or may otherwise obtain financing as authorized by ORS Chapter 457 and Chapter XV of the Charter of the City of Portland. Upon request of the Development Commission, the Council of the City of Portland may from time to time issue revenue bonds, certificates, debentures or promissory notes to assist in financing project activities as provided by Section 15-106 of the Charter of the City of Portland.

The funds obtained by the Development Commission shall be used to pay or repay any costs, expenses, advancements and indebtedness incurred in planning or undertaking project activities or in otherwise exercising any of the powers granted by ORS Chapter 457 and Chapter XV of the Charter of the City of Portland in connection with the implementation of this Plan.

The total maximum indebtedness which may be incurred to complete the Plan is \$288,562,000.

### **B. Self-Liquidation of Costs Of Project**

The Project may be financed, in whole or in part, by self-liquidation of the costs of project activities as provided in ORS 457.420 through ORS 457.450. The ad valorem taxes, if any, levied by a taxing body upon the taxable real and personal property situated in the Area, shall be divided as provided in ORS 457.440. That portion of the taxes representing the levy against the increase, if any, in assessed value of property located in the Area, or part thereof, over the true cash value specified in the certificate of amendment to the certificate filed under ORS 457.430, shall, after collection by the tax collector, be paid into a special fund of the Development Commission and shall be used to pay the principal and interest on any indebtedness incurred by the Development Commission to finance or refinance the implementation of this Plan.

### **C. Prior Indebtedness**

Any indebtedness permitted by law and incurred by the Development Commission or the City in connection with preplanning for this Urban Renewal Plan shall be repaid from tax increments from the Area when and if such funds are available.

## **SECTION 800 - OTHER PROVISIONS**

### **A. Non-Discrimination**

In the preparation, adoption and implementation of this Plan, no public official or private party shall take any action or cause any person, group or organization to be discriminated against on the basis of age, race, color, religion, gender, sexual orientation, marital status or national origin.

### **B. Conformance With City General Plan**

This Urban Renewal Plan is in conformity with the General Plan of the City as a whole relative to the improvement of the major commercial and residential areas of downtown Portland.

### **C. Agreements Between Commission and Property Owners**

The Commission will implement the Plan through vehicles such as partnerships between the Commission and other public agencies and private sector property owners, for-profit developers and non-profit development organizations. It is the intention of the Commission to utilize agreements such as memorandums of understanding, development agreements or other mechanisms with Area Property owners and developers to guide and specify public investments and private development. These agreements will be utilized throughout the life of the plan to ensure activities in conformance with the Plan and Framework Plan.

**SECTION 900 - PROCEDURES FOR CHANGES OR AMENDMENTS IN THE  
APPROVED NORTH MACADAM URBAN RENEWAL PLAN**

The Plan will be reviewed and analyzed periodically and will continue to evolve during the course of project execution and on-going planning. It is anticipated that this Plan will be changed or modified from time to time or amended as development potential and conditions warrant, as planning studies are completed, as financing becomes available, or as local needs dictate. Where the proposed modification will substantially change the Plan, the modification must be duly approved and adopted by the City Council in accordance with the requirements of State and local law. The provisions of ORS 457.095 and ORS 457.220 shall apply.

**A. Minor Changes**

Minor changes such as identification of specific parcels to be acquired, additional projects activities, clarification of language, procedures or minor modifications in or to the Area's infrastructure which will not substantially change the basic planning or engineering principals of this Plan, may be approved by the Development Commission.

**B. Substantial Changes**

Increases in the Area boundary in cumulative excess of one percent (1%) or increases in the maximum indebtedness authorized under the Plan shall be substantial changes requiring approval as provided in ORS 457.095 and notice as provided in ORS 457.120.

Changes which do substantially change the basic planning or engineering principals of this Plan, or changes to the goals of the Plan shall be substantial changes requiring approval as provided in ORS 457.095 but not requiring notice as provided in ORS 457.120.

**SECTION 1000 - DURATION AND VALIDITY OF APPROVED  
URBAN RENEWAL PLAN**

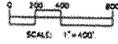
**A. Duration of Urban Renewal Plan**

No bonded indebtedness, as defined by applicable state law, for which taxes divided under ORS 457.440 are to be pledged, shall be issued under the Plan (and under any and all projects undertaken with respect to the Plan) after FY 2019-2020 or when maximum indebtedness is reached.

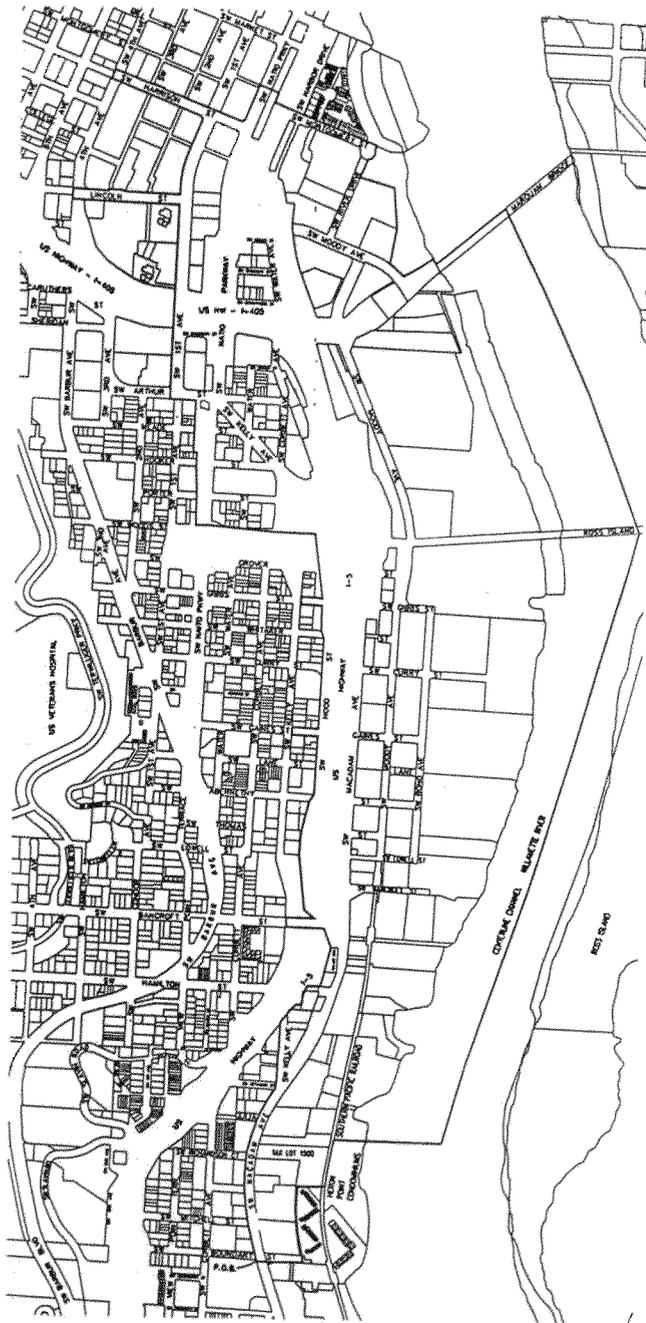
**B. Validity**

Should a court of competent jurisdiction find any work, clause, sentence, section or part of this Plan to be invalid, the remaining words, clauses, sentences, sections or parts shall be unaffected by such findings and shall remain in full force and effect for the duration of the Plan.

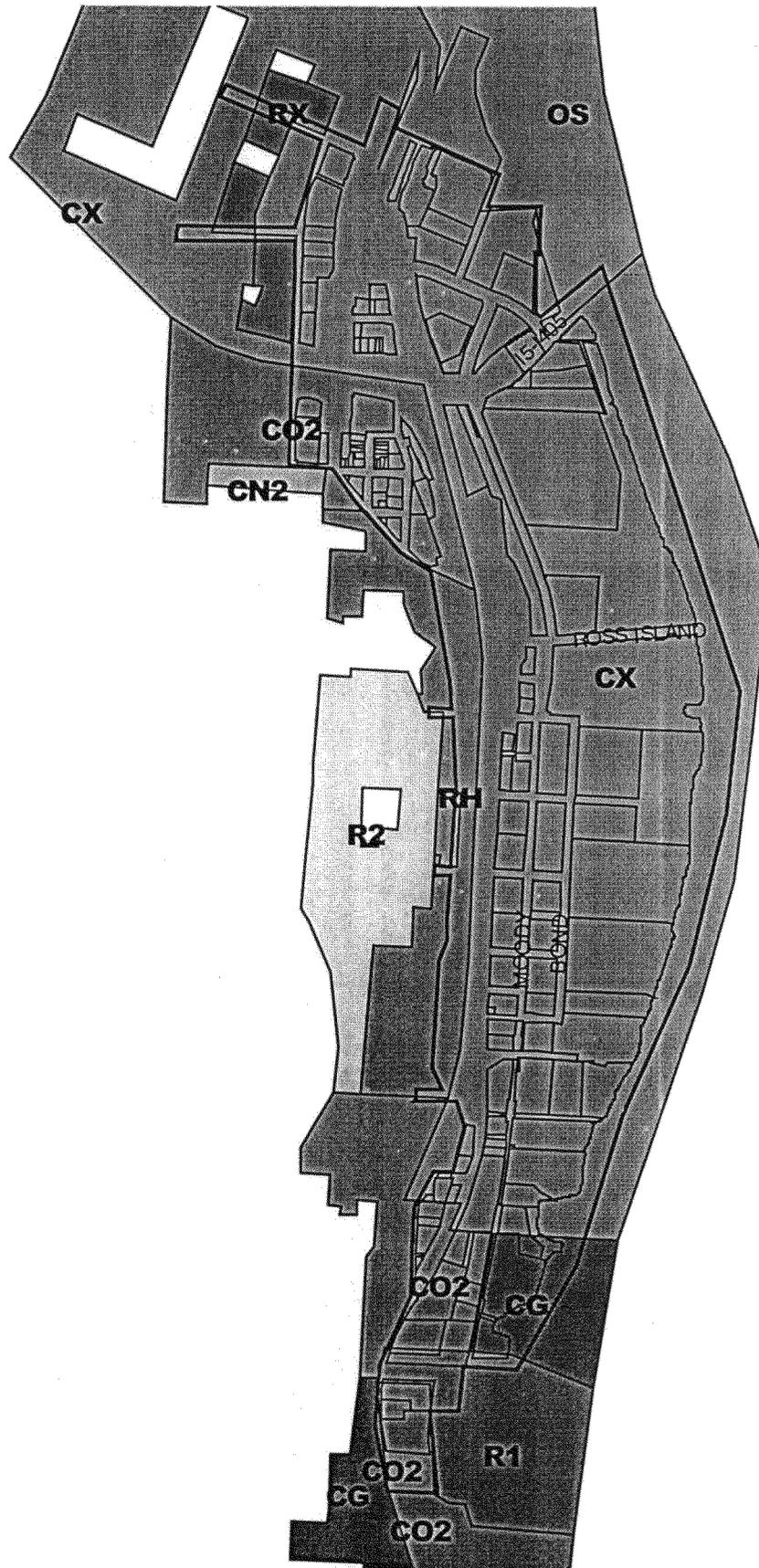
EXHIBIT MAP  
FOR  
PORTLAND DEVELOPMENT COMMISSION  
OF  
NORTH MACADAM URBAN RENEWAL DISTRICT BOUNDARY



DAVID EVANS  
AND ASSOCIATES, INC.  
808 S.W. CORBETT AVENUE  
PORTLAND, OREGON 97204



# Z O N I N G





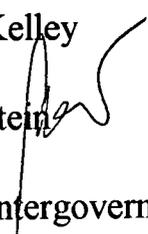


## Beverly Stein, Multnomah County Chair

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

Phone: (503) 248-3308  
FAX: (503) 248-3093  
E-Mail: MultChair@aol.com

TO: Commissioner Linn  
Commissioner Cruz  
Commissioner Naito  
Commissioner Kelley

FROM: Chair Beverly Stein 

RE: Commissioner Intergovernmental and Liaison Appointments

New Commissioners now have had time to get a feel for where they have interests and priorities. So, it is a good time for all of us to review and discuss the list of intergovernmental and liaison appointments that the Chair is required to make and other liaisons that I think are important to maintain.

At our July 29<sup>th</sup> meeting I would like to discuss possible changes in appointments and fill vacancies. The Board can also discuss roles and responsibilities in these appointments and when/how to get the Board's position on policy items. There has also been a suggestion for a more regular process for reporting to the Board.

Last month I sent out a list for your review, update and comments. The attached list has been updated based on your feedback and should be used for our discussion. (The attached list is not inclusive of all the Board's commitments; it does not include appointments that you have accepted directly, such as Commissioner Kelley's leadership role with the Community Peacemakers group, or Commissioner Naito's liaison with the Oregon Criminal Justice Council.)

Attachment: Commissioner Intergovernmental & Liaison Appointment List, as of June 30, 1999



# Commissioner Intergovernmental & Liaison Appointments By Topic Area

## Planning, Land Use, Transportation

Metro Joint Policy Advisory Comm on Transportation*	Kelley Cruz	- Primary Rep. - Alternate
Metro Policy Advisory Committee*	Naito Linn	- Primary Rep. - Alternate
East Mult. Transportation Advisory Committee*	Kelley	- Chair
Planning Commission Liaison	Kelley	

## Arts, Recreation, Greenspace, Liveability

IPMS Airport Task Force*	Cruz	
POVA Representative*	Stein	
Greenspaces Review Committee*	Naito	
Metro Exposition-Recreation Commission Liaison	Linn	
Regional Arts & Culture Council Liaison	Stein	

## Public Safety

Emergency Management Advisory Board	Kelley	
Regional Emergency Management Group	Kelley	
Local Public Safety Coordinating Council*	Stein Kelley	- Chair
Public Safety Levy Committee Liaison	<u>Vacant</u>	

## Housing

Affordable Housing Review Committee*	Linn	
Housing & Community Dev. Commission Liaison	Linn	
Metro Affordable Housing Technical Advisory Comm*	Linn	

## Education/Training

Leaders Roundtable Liaisons	Stein Linn	- Alternate
Library Advisory Board Liaison	<u>Vacant</u>	
Work Systems, Inc. (formerly Workforce Dev. Board)*	Stein	

## Social Services

Census 2000-Complete Count Committee Lead Office	Cruz	
Commission on Children, Families and Community*	<u>Vacant</u>	- Vice Chair
Community Building Sponsoring Committee	Stein Linn	- Co-Chair
DHR Local Government Advisory Committee	Linn	
DUII Community Advisory Board Liaison	Naito	
Elders in Action Liaison	Linn	

## Other County Services

Animal Control Advisory Committee*	<u>Vacant</u>
Audit Committee* (Chair & One Commissioner)	Stein, Naito
Metropolitan Human Rights Center Liaison	Kelley

\* Required County Representation; Chair makes appointments.

## Commissioner Intergovernmental & Liaison Appointments By Commissioner

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Affordable Housing Review Committee*	Linn
Community Building Sponsoring Committee	Linn
DHR Local Government Advisory Committee	Linn
Elders in Action Liaison	Linn
Housing & Community Dev. Commission Liaison	Linn
Leaders Roundtable Liaisons	Linn – Alternate
Metro Affordable Housing Technical Advisory Comm*	Linn
Metro Exposition-Recreation Commission Liaison	Linn
Metro Policy Advisory Committee*	Linn – Alternate

IPMS Airport Study*	Cruz
Census 2000–Complete Count Committee Lead Office	Cruz
Metro Joint Policy Advisory Comm on Transportation*	Cruz- Alternate

Audit Committee* (Chair & One Commissioner)	Naito
DUII Community Advisory Board Liaison	Naito
Greenspaces Review Committee*	Naito
Metro Policy Advisory Committee*	Naito – Primary Rep.

East Mult. Transportation Advisory Committee*	Kelley – Chair
Emergency Management Advisory Board	Kelley
Local Public Safety Coordinating Council*	Kelley
Metro Joint Policy Advisory Comm on Transportation*	Kelley -- Primary Rep.
Metropolitan Human Rights Center Liaison	Kelley
Planning Commission Liaison	Kelley
Regional Emergency Management Group	Kelley

Audit Committee* (Chair & One Commissioner)	Stein
Community Building Sponsoring Committee	Stein - Co-Chair
Leaders Roundtable Liaisons	Stein
Local Public Safety Coordinating Council*	Stein - Chair
Regional Arts & Culture Council Liaison	Stein
POVA Representative*	Stein
Work Systems, Inc. (formerly Workforce Dev. Board)*	Stein

Animal Control Advisory Committee*	<u>Vacant</u>
Commission on Children, Families and Community*	<u>Vacant</u>
Library Advisory Board Liaison	<u>Vacant</u>
Public Safety Levy Campaign Committee Liaison	<u>Vacant</u>

\* Required County Representation; Chair makes appointments.

MEETING DATE: JUL 29 1999  
AGENDA NO: B-5  
ESTIMATED START TIME: 3:00 p.m.

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Budget Process Debriefing and Next Year Process

BOARD BRIEFING: DATE REQUESTED: July 29, 1999  
REQUESTED BY: Dave Warren  
AMOUNT OF TIME NEEDED: 1 hour

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

DEPARTMENT: Support Services DIVISION: Budget and Quality

CONTACT: Dave Warren TELEPHONE #: 248-3822  
BLDG/ROOM #: \_\_\_\_\_

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

ACTION REQUESTED:

INFORMATIONAL ONLY  POLICY DIRECTION  APPROVAL  OTHER

SUGGESTED AGENDA TITLE:

*Review and discussion of the 1999-00 budget process and recommendations for the 2000-01 process.*

SIGNATURES REQUIRED:

ELECTED OFFICIAL: \_\_\_\_\_  
(OR)  
DEPARTMENT \_\_\_\_\_  
MANAGER: Dickie L. Gates

BOARD OF  
COUNTY COMMISSIONERS  
99 JUL 21 4:11:36  
MULTNOMAH COUNTY  
OREGON

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any Questions: Call the Board Clerk @ 248-3277



# MULTNOMAH COUNTY, OREGON

BOARD OF COUNTY COMMISSIONERS  
BEVERLY STEIN  
DIANE LINN  
GARY HANSEN  
LISA NAITO  
SHARRON KELLEY

BUDGET AND QUALITY  
PORTLAND BUILDING  
1120 S.W. FIFTH - ROOM 1400  
P. O. BOX 14700  
PORTLAND, OR 97214  
PHONE (503) 248-3883

## SUPPLEMENTAL STAFF REPORT

TO: Board of County Commissioners

FROM: Dave Warren, Budget and Quality Division *DCW*

DATE: July 21, 1999

RE: Budget Process Debrief and Next Year Process

1. Recommendation/Action Requested:

Discuss the ways the 1999-00 process worked and the areas in which it fell short, recommend changes for next year.

2. Background/Analysis:

We have completed the 1999-00 Budget. The process involved departmental briefings and policy discussion in August through November 1998, budget request preparation in January and February, review of requests with the Chair's Office and staff of the Board of County Commissioners in March and April, and Board budget work sessions and hearings in May and June.

Next year's process needs to confront the problem of funding existing public safety services and the operation of new facilities through a local option levy. It also needs to deal with a number of commitments made in the 1999-00 budget that will have higher costs in 2000-01.

I expect to provide the Board with an overview of strengths and weaknesses of the 1999-00 process gleaned from participants in that process throughout the County. I should have that by Monday, July 26. I will also provide the Board with a list of commitments and potential

additional costs that will affect the 2000-01 process, and a tentative timeline leading to placing a public safety levy on the May 2000 ballot.

3. Financial Impact:

NA

4. Legal Issues:

NA

5. Controversial Issues:

NA

6. Link to Current County Policies:

NA

7. Citizen Participation:

NA

8. Other Government Participation:

NA



# MULTNOMAH COUNTY, OREGON

BOARD OF COUNTY COMMISSIONERS  
BEVERLY STEIN  
DIANE LINN  
SERENA CRUZ  
LISA NAITO  
SHARRON KELLEY

BUDGET & QUALITY  
PORTLAND BUILDING  
1120 S.W. FIFTH - ROOM 1400  
P. O. BOX 14700  
PORTLAND, OR 97214  
PHONE (503) 248-3883

TO: Board of County Commissioners

FROM: Dave Warren, Budget Manager **DCW**

DATE: July 28, 1999

SUBJECT: Review and Discussion of 99-00 Budget Process and 00-01 Budget Process  
(Agenda Item B-5)

Attached is some additional information that may be useful to you in reviewing the last budget process.

As you know, I distributed a simple survey to participants in the last budget process to see what things seemed to work for them and where the next process ought to be improved. Of the 32 people I asked to respond, 18 completed the survey. The first attachment summarizes their thoughts.

The survey had two parts. The first part was a checklist where people could identify the period of the budget process that was "most satisfactory" to them, and the period that "needs improvement."

- The part of the budget process that most people thought went best was the phase where we built the budget manual, rolled out the budget preparation system (BudRevEx), and trained people how to do the budget. Significantly, it was also the part of the budget process that most people thought should be improved.
- This discrepancy led me to devise an unsophisticated way of summarizing the responses that, I think, gives a better feel for the responses. I assigned a + to each "most satisfactory" response, and a - to each "needs improvement" response, then looked at the difference between them. The results indicate that the pre-budget period (when the Board had a strategic directions work session and Departments briefed the Board on their operations and issues) may have been the most productive and satisfying part of the process. The area that may require the most rethinking was the period when the Board reviewed the budget proposal.

The second part of the survey provided an opportunity to comment on what went right in each phase of the process and what most needed to be improved. A synopsis of the comments is recorded in the attached summary. Where people seemed to be saying the same thing, I indicate the number of times the comment appeared.

- The set of events that may have been most satisfying to respondents was the pre-budget period. It seemed that the most popular phase in that period was the Departmental briefings of the Board.

July 28, 1999

- In the Board review of the proposed budget, the results were not as clear. Respondents found that the cross-departmental issues discussions were confusing (both in the process of putting them together and in their effect on budget decisions). I believe people felt the Board needed more time to talk about the budget, that the time needed to be spent on in-depth discussion with departments, and that departments need the opportunity to talk about their individual budgets as well as larger policy issues.

The second attachment is an excerpt from Commissioner Naito's June 4 memo discussing the 1999-00 budget process and recommending changes that will give the Board additional information in next year's process. I particularly want to focus on the goals Commissioner Naito suggests:

- Look in depth at a subset of departments.
- Work with departmental managers to determine what programs are working most effectively and efficiently.
- Develop targets for administration, management, and overhead costs.
- Develop targets for internal administrative and support costs (such as facilities).
- Examine the cost of contracting out of services to see what services we might be better providing directly given the multiple levels of administration and overhead that contracting out entails.
- Consider the relative priority of grant-funded projects for continuation using General Fund money if the grant funding runs out.

On Thursday, it would be helpful to me, and the rest of the Budget Office, if the Board could begin to move toward agreement on these, or other, goals for the process for next year. Defining the objectives for the process will boost our chance of achieving them.

Finally, to help set the context for the major policy decision the County faces, I have attached a brief timeline for preparing a serial levy to go on the May Primary ballot. As it shows, the Board should complete discussions on the programs to be funded by such a levy by January 2000. How to integrate the program and financial analysis of proposals for that levy into the entire budget process given that deadline will be an interesting challenge.

## Summary of Budget Process Survey Responses

Sent 32  
Received 18

Budget Components	Most Satisfactory	Needs Improvement	Difference
Pre-budget	5.58	1.00	4.58
Instructions / Mechanics	<b>6.33</b>	7.50	(1.17)
Exec Process	3.25	2.50	0.75
Board Process	1.25	<b>7.00</b>	<b>(5.75)</b>
Document	3.58	0.00	3.58

**Pre-budget scope and information** – July through November (approximately) the period when we try to establish policy direction and financial parameters that will guide the preparation of the budget.

		<b>I would most like to see this improved</b>	
Number	Comment	Number	Comment
6	Departmental briefings of the Board	5	Service Reimbursement numbers are too late
4	Clear, timely constraint computation	2	Facility numbers
1	Aligning budget planning with strategic plans	1	Budget manual was late
1	August strategic session	1	Constraint computation
1	Budget Boot Camp	1	Earlier financial information
1	Good interface with Budget analyst	1	Key results should be taken out of the budget and budget process and reviewed earlier and separately to guide budget planning.
1	Identifying of emerging issues in departments	1	More focus on benchmark objectives and strategic planning to guide the budget
1	Nothing major – everything was basically ok.	1	More information for CBACs and departments about level of reserved funds and Exec / BCC intent or direction
1	Training and manual	1	More time for department briefings of the Board
		1	More training
		1	Review of DP budget was painful – more help from budget staff
		1	Too much show-and-tell from departments as opposed to "heavy-lifting" on issues
		1	Was not aware there was an August strategic directions work session

**Instructions and Mechanics** – November through December (approximately) the period when we establish what information will be collected, timelines, and formats.

		<b>I would most like to see this improved</b>	
Number	Comment	Number	Comment
7	BudRevEx – more familiar, much improved, worked really well.	2	BudRevEx – too many updates, beta testing upgrades should be done NOW
2	Calendar in the budget manual	2	BudRevEx - Hard to adapt to multi-site budgeting, make splitting usersets and adding orgs easier
2	Manual was super	2	BudRevEx – CSL projection and more report formats, reporting tool to distribute information to managers
1	Budget staff accessibility	2	Difficult to use "DeptRpts" to read departments' budgets.
1	Budget system personnel calculations	2	Manual should include more specific technical information (telephone rates, etc)– it shouldn't be just a first-timer's manual.
1	BudRevEx instructions	1	BudRevEx – handling countywide COLA
1	Online documentation	1	BudRevEx
1	Outline of major changes and submission requirements	1	Improve manual and training
1	Timelines were early and good	1	Include population figures in budget prep. Documentation
		1	Instructions did not adequately address public safety issues
		1	Service reimbursement estimated charges electronically with account codes included by January 3.

**Executive Budget Process** – January through March (approximately) the period where budget requests are produced and the Chair's Office decides what to propose to the Board.

		I would most like to see this improved	
Number	Comment	Number	Comment
5	Meetings with Chair's Office	2	Being unable to track policy discussions at the budget prep level
3	Clear direction from Exec on what to include as adds.	2	Clarifying what departments are adding within constraint
2	CBAC process	2	More time for the CBAC process
1	Briefings of Board staff	1	Better communication with the central and departmental budget staff regarding Chair's decisions.
1	Budget staff analysis	1	Budget stays in the Chair's Office too long relative to the time it is before the Board
1	Chair soliciting Board members' priorities	1	CBAC does not provide a lot of value to process
1	Exchange of information with the Budget Office	1	Constraint numbers
1	Information available	1	More communication between Chair / Budget staff and Board Staff in working out initial product
		1	More inclusion in policy decisions earlier – could avoid confrontation later.
		1	Speed at which decisions are finalized
		1	The amount of documents was overwhelming
		1	Too many "pet" projects included without any process.
		1	Understanding that not everyone will be thrilled with the Chair's version.

**Board Process** – May through June (approximately) the period when the Board reviews and amends the Proposed Budget.

Number	Comment
3	Budget got adopted
2	Hearing new Commissioners' perspectives
2	Issues to be discussed identified in advance
2	Exchange of information with the Budget Office
1	Cross-departmental discussion
1	Fewer last minute requests that came out of the clear blue sky
1	Good questions asked and concerns raised
1	Management of amendments
1	Numerous hearings
1	Opportunity to educate the Board on agency-specific issues
1	Such a damned good Board

**I would most like to see this improved**

Number	Comment
3	Cross-departmental issues discussion was confusing.
2	Commissioners need more time to talk about the budget
2	Discussion by departments of their priorities for what went into CSL and what became an add.
2	More training for Board and Board staff on process and product
1	Amendment process
1	Board better prepared prior to the public meetings
1	Board staff discussion was too short
1	Budget presentation seemed awkward
1	Dump the "public safety" budget
1	Earlier identification and resolution of key policy issues.
1	Establishing big picture view – not picking away at line items
1	Hearing new Commissioners' perspectives
1	Less Board staff "bullying behavior," more substantive review
1	Logistics of preparing cross-departmental discussions was tricky.
1	More in-depth discussion with departments





LISA H. NAITO  
Multnomah County Commissioner, District 3  
1120 SW Fifth Avenue, Suite 1500  
Portland, Oregon 97204-1914  
Phone: (503) 248-5217 Fax (503) 248-5262

## MULTNOMAH COUNTY OREGON

### MEMORANDUM

June 4, 1999

TO: Chair Beverly Stein  
Commissioner Diane Linn  
Commissioner Serena Cruz  
Commissioner Sharron Kelley

FROM: Commissioner Lisa Naito *Lisa Naito*

RE: The Budget Process, Ideas for the Future  
and 1999-2000 County Budget

To start, the budget we have before us is generally a good budget. The services the County provides are needed and the quality of work performed by our staff is excellent. All of the current add-packages and those already added by the Chair have some positive attributes. When there are good existing programs it is difficult to make decisions prioritizing those programs against other needs in our County. Having said that, we still must make a number of difficult choices now and at the same time look at how we can better make those decisions in the future.

In the future, the budget process will hopefully be improved with an improved data or integrated enterprise system that will provide both management and the Board with more complete information with which to make decisions. One suggestion on how we could do that would be to take steps to fully scrutinize every department's budget over the next few years. We need to make sure that County programs are running efficiently and effectively. In other words, that they are accomplishing their, and our, goals. Are we continuing programs just because they were instituted previously or because they represent the best programs and practices we can provide? Every program must be examined to that end.

To achieve this, I propose that each department's budget be examined through a zero-based budgeting process. Of course, many departments' budgets contain significant amounts of funding that are mandated by the state or federal government, but to the extent the Board has the ability to shape the operation and implementation of programs, we should do so. The goal should be to maximize direct services to the citizens of Multnomah County while minimizing administrative and overhead costs. By examining

three of the nine departments starting each fall, we can accomplish a detailed review of all of the departments in three years. One possible approach for looking at the departments would be to group them: 1) social services (Community and Family Services, Aging and Disability Services, and Health); 2) public safety (Sheriff, Community Justice, and District Attorney); and 3), remaining services (Environmental Services, Support Services, and Library, with perhaps Non-Departmental added). We should do this work in concert with some of the work of the Auditor's Office to achieve the maximum benefit. The bottom-line should be that we are getting the biggest bang for every buck and especially every discretionary buck that we are spending.

We should work with the other elected officials and the departmental managers to determine what programs are working most effectively and efficiently. We should also develop targets with regard to the amount of administration, management and overhead costs relative to the operation of programs and provision of services. Where the services are provided directly by the County, we should make sure that our administrative and facilities charges are kept within our targets unless there are special circumstances that are articulated to exceed those targets. Programs must be designed to coordinate with other government programs and consolidate reporting requirements where possible. If services are designed from their inception to be coordinated, we should be able to limit additional staff to plan for program coordination. The staff providing the direct service should be empowered to access a coordinated system of services.

We should also examine our contracting out of services. I have become increasingly concerned over the level of administrative and oversight costs. The County charges for administration and oversight, in some cases there are networks or other services that incur administrative costs, and then those providers also incur administrative costs. Where the programs are state or federal, there may be other layers of administrative costs as well. This underscores the need to begin to articulate what the administrative costs are throughout the system and ensure that we maximize the amount of money used for direct services. We can eliminate unnecessary or excessive reporting requirements by working with the state or federal governments to seek solutions that streamline the system and still achieve the necessary level of accountability. A number of other questions should be addressed during this process of review. Are we contracting out services that we could and should be providing directly? Can the County perform the task as efficiently and effectively itself as it does by incurring the cost of administering, monitoring and evaluating contracts which themselves have overhead and administrative costs attached?

We need also to look at programs that the legislature has not funded or has under-funded, as well as programs that were once grant-funded but are now County-funded. Should some functions be back-filled or cut back? Is every grant-funded project worthy of continuation using County General Fund money? These questions, and those above, are the questions we should be asking over the next three years. They are the questions we have tried to answer during the budget process, but which require in-depth study and continuing commitment to the goal of maximizing services to our constituents in the future.

# New Levy Planning Outline

July - 99

Timeline	
Month	Action
July - August	Begin levy strategy process Develop rational cut plan Create levy budget team Utilize consistent budget methodology for all submittals <b>Decisions needed</b> Target budget = 80% of CSL for levy and GF (give BCC \$14 million to allocate?) Do we include all of DCJ or just Adult? Designate BCC staff liaison on levy team Budget format - modified zero base?
September - November	Create attractive levy package that meets BCC policies Build budgets for potential new levy programs Prepare marketing internally & externally
January	[OPTIONAL] Board hearings on levy components.
27-Jan	[REQUIRED] Board approves levy measure
February	
1-Feb Tuesday	[REQUIRED] File measure with TSCC (if the Board chooses to file with Elections on March 2)
15-Feb Tuesday	[REQUIRED] File measure with TSCC (if the Board chooses to wait until March 16 to file with Elections)
2-Mar Thursday	[OPTIONAL] Board passes measures placing local option levy on Primary ballot. Measure filed with Elections (seven day challenge clock begins).
9-Mar Thursday	Last day for challenge to local option levy ballot title.
16-Mar Thursday	Last day for Board to revise measure if it is challenged and the Board wishes to react. [REQUIRED] Last day to file the measure with Elections in any case (61 days before Primary)
16-May Tuesday	Primary Election (need 50% voter turnout)
<b>Rough Numbers</b>	
\$26 million	what we think we can levy
(\$10) million	anticipated on-going shortfall
\$16 subtotal	
(\$11) million	A&D facility (\$13 - \$2 currently in budget)
\$5 subtotal	
(\$8) million	new jail
(\$3) million	available