

ANNOTATED MINUTES

Tuesday, March 5, 1996 - 9:30 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland

BOARD BRIEFINGS

Chair Beverly Stein convened the meeting at 9:32 a.m., with Vice-Chair Dan Saltzman, Commissioners Sharron Kelley, Gary Hansen and Tanya Collier present.

- B-1 Department of Community and Family Services, Community Action Program Office Update on Recommendation of Men's Housing Facility Programming Task Force to Portland City Council. Presented by Rey España.

***REY ESPAÑA, DAVID NEMO AND STEVE RUDMAN
PRESENTATION AND RESPONSE TO BOARD
QUESTIONS AND DISCUSSION.***

- B-2 Girlz in the Hood Video Presentation by Diane Feldt, Director, North Portland Youth and Family Center.

***DIANE FELDT, SANDRA JOHNSON AND REGENA
WARREN PRESENTATION AND RESPONSE TO
BOARD QUESTIONS AND DISCUSSION.***

There being no further business, the meeting was adjourned at 11:04 a.m.

Thursday, March 7, 1996 - 9:30 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland

REGULAR MEETING

Chair Beverly Stein convened the meeting at 9:34 a.m., with Vice-Chair Dan Saltzman, Commissioners Sharron Kelley, Gary Hansen and Tanya Collier present.

CONSENT CALENDAR

**UPON MOTION OF COMMISSIONER HANSEN,
SECONDED BY COMMISSIONER KELLEY, THE
CONSENT CALENDAR (ITEMS C-1 THROUGH C-6)
WAS UNANIMOUSLY APPROVED.**

NON-DEPARTMENTAL

- C-1 Appointment of Leon Fox to the METROPOLITAN HUMAN RIGHTS COMMISSION, Position No. 1
- C-2 Amendment to Intergovernmental Agreement 500096-1 with Portland Development Commission, for Disbursement Services on \$137,500 Bridge Loan to Brentwood-Darlington Community Resource Center Project

SHERIFF'S OFFICE

- C-3 Amendment to Intergovernmental Agreement 800416 with Oregon State Marine Board, Adding \$3,600 for Sheriff's Office River Patrol to Conduct Marine Law Enforcement Activities During Fiscal Year 1995-96
- C-4 Budget Modification MCSO 6 Adding \$3,600 to the Supplies Line Item in the Marine Board Portion of the Sheriff's River Patrol Budget

DEPARTMENT OF ENVIRONMENTAL SERVICES

- C-5 TP 3-95 Hearings Officer Decision APPROVING, With Conditions, Request to Locate Two Modular Classroom Units on Sauvie Island School District Property, 14445 NW CHARLTON

DEPARTMENT OF COMMUNITY AND FAMILY SERVICES

- C-6 RESOLUTION Authorizing Designees of the Mental Health Program Director to Direct a Peace Officer to Take an Allegedly Mentally Ill Person into Custody

RESOLUTION 96-32.

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.

NON-DEPARTMENTAL

- R-2 Request for Approval of Mt. Hood Cable Regulatory Commission Proposed Budget for Fiscal Year 1996-1997

COMMISSIONER HANSEN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-2. ERNIE BONNER AND MARY BETH HENRY PRESENTATION AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. MS. HENRY ADVISED SHE WOULD UPDATE BOARD IN RESPONSE TO COMMISSIONER SALTZMAN'S REQUEST FOR CABLE ACCESS TO INMATES DURING CABLE BRIEFING SCHEDULED FOR THURSDAY, MARCH 21, 1996. CABLE BUDGET UNANIMOUSLY APPROVED.

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-3 RESOLUTION Commenting on a Locational Adjustment to the Metro Urban Growth Boundary Requested by the Open Door Baptist Church, Troutdale, Oregon

COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-3. BOB HALL EXPLANATION. PAMELA JENSEN TESTIMONY IN SUPPORT. COMMISSIONER KELLEY COMMENTS IN SUPPORT. RESOLUTION 96-33 UNANIMOUSLY APPROVED.

- R-4 RESOLUTION Accepting the Multnomah County Strategic Plan for Information Technology, Commending the Strategic Planning for Information Technology Team, and Adopting Strategic Goals, Policies and Objectives for Multnomah County Information Technology

COMMISSIONER COLLIER MOVED AND COMMISSIONER SALTZMAN SECONDED, APPROVAL OF R-4. BETSY WILLIAMS PRESENTATION. BOARD COMMENTS IN SUPPORT AND ACKNOWLEDGEMENT OF TEAM EFFORTS. RESOLUTION 96-34 UNANIMOUSLY APPROVED.

DEPARTMENT OF LIBRARY SERVICES

R-5 RESOLUTION Submitting to the Voters in a Countywide Election a Three Year Rate Based Serial Levy to Fund Library Services

COMMISSIONER COLLIER MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-5. COMMISSIONER COLLIER EXPLANATION. RESOLUTION 96-35 UNANIMOUSLY APPROVED.

SHERIFF'S OFFICE

R-6 RESOLUTION Submitting to the Voters in a Countywide Election a Three Year Rate Based Serial Levy to Fund Public Safety Operations

COMMISSIONER COLLIER MOVED AND COMMISSIONER SALTZMAN SECONDED, APPROVAL OF R-6. FOLLOWING DISCUSSION, COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF AMENDMENT TO SUBSTITUTE THE FOLLOWING LANGUAGE: "THE NEW LEVY WILL END THE UNSUPERVISED RELEASE OF OFFENDERS DUE TO LACK OF JAIL SPACE". BARBARA SIMON TESTIMONY REGARDING SHERIFF NOELLE CONCERNS, ADVISING THE SHERIFF IS ADAMANT ABOUT ENDING THE UNSUPERVISED EARLY RELEASE OF PRISONERS. FOLLOWING BOARD DISCUSSION, MS. SIMON SUGGESTED CORRECTING TYPOGRAPHICAL ERRORS AND OTHER MINOR WORDSMITHING. COUNSEL LARRY KRESSEL RESPONSE TO QUESTION OF CHAIR STEIN. AT CHAIR STEIN'S REQUEST AND UPON MOTION OF COMMISSIONER COLLIER, SECONDED BY COMMISSIONER HANSEN, R-6 WAS UNANIMOUSLY TABLED TO THE END OF MEETING IN ORDER TO ALLOW MS. SIMON AND BOARD STAFF TO MAKE THE APPROPRIATE CORRECTIONS AND BRING AN AMENDED DOCUMENT BACK TO THE BOARD FOR FINAL CONSIDERATION. AT 11:50 AM, CONSIDERATION OF R-6 WAS RESUMED WHEREIN THE BOARD WAS FURNISHED COPIES OF AN AMENDED RESOLUTION. UPON MOTION OF

**COMMISSIONER KELLEY, SECONDED BY
COMMISSIONER COLLIER, RESOLUTION 96-36
WAS UNANIMOUSLY APPROVED, AS AMENDED.**

NON-DEPARTMENTAL

R-7 Intergovernmental Agreement 500636 with Metro Regional Government for Phase II, Transfer of Ownership of Regional Parks, Natural Areas, Golf Courses, Cemeteries, and Trade/Spectator Facilities Presently Owned by Multnomah County to Metro

**COMMISSIONER COLLIER MOVED AND
COMMISSIONER SALTZMAN SECONDED,
APPROVAL OF R-7. CHAIR STEIN EXPLANATION,
ADVISING COMMISSIONER COLLIER WILL BE
OFFERING A VARIETY OF AMENDMENTS. DAN
OLDHAM TESTIMONY REGARDING SHERIFF'S
OFFICE CONCERNS AND RESPONSE TO BOARD
QUESTIONS. TOM CROPPER TESTIMONY IN
OPPOSITION TO TRANSFER OF EXPO FACILITY.
IN RESPONSE TO A QUESTION OF CHAIR STEIN,
MR. KRESSEL EXPLAINED THE FRIENDS OF THE
FAIR LAWSUIT WAS RESOLVED IN FAVOR OF
THE COUNTY AT THE TRIAL COURT AND IN THE
COURT OF APPEALS, AND ADVISED THE
SUPREME COURT REFUSED TO REVIEW THE
CASE, THUS ENDING THE LITIGATION. METRO
EXECUTIVE OFFICER MIKE BURTON TESTIMONY
IN SUPPORT OF TRANSFER AND RESPONSE TO
BOARD QUESTIONS AND DISCUSSION.
FOLLOWING DISCUSSION, COMMISSIONER
COLLIER MOVED AND COMMISSIONER KELLEY
SECONDED, APPROVAL OF TECHNICAL
AMENDMENTS TO PAGES 3, 5 AND 8 AS
PROPOSED BY METRO AND RECOMMENDED BY
COUNTY COUNSEL. MR. BURTON ADVISED
AMENDMENTS WOULD ALSO BE SUBJECT TO
METRO COUNCIL APPROVAL. TECHNICAL
AMENDMENTS UNANIMOUSLY APPROVED.
COMMISSIONER COLLIER MOVED AND
COMMISSIONER HANSEN SECONDED, APPROVAL
OF AMENDMENT TO PAGE 10 REGARDING
COUNTY'S DUTY OF INDEMNIFICATION NOT
EXTENDING BEYOND A MAXIMUM OF \$50,000 TO
ANY POLLUTION CONDITION, CONTAMINATION,**

FUEL LEAK, DISCHARGE OR RELEASE OF TOXIC MATERIALS OR HAZARDOUS SUBSTANCES AS DEFINED IN LAW. BOARD DISCUSSION. MR. BURTON AND DAVE BOYER RESPONSE TO BOARD QUESTIONS AND DISCUSSION.. MR. BURTON AND CONVENTION CENTER DIRECTOR JEFFREY BLOSSER RESPONSE TO BOARD QUESTIONS CONCERNING SMITHSONIAN EXHIBIT AND CONSTRUCTION BUDGET. COMMISSIONER KELLEY DISCUSSED HER CONCERNS REGARDING PROVISIONS FOR COUNTY FAIR AND GREENSPACE ACQUISITION ISSUES. INDEMNIFICATION AMENDMENT APPROVED, WITH COMMISSIONERS HANSEN, COLLIER, SALTZMAN AND STEIN VOTING AYE, AND COMMISSIONER KELLEY VOTING NO. COMMISSIONER COLLIER MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF AMENDMENT TO REVERSIONARY CLAUSE PAGE 5, AS FOLLOWS: "WITH RESPECT TO TRANSFERRED PARKS, THE DEEDS SHALL INCLUDE REVERSIONARY RIGHTS IN COUNTY IN THE EVENT THE LAND CEASES TO BE USED FOR PARK PURPOSES, NOT INCLUDING THE EXCHANGE OR SALE OF THE PROPERTIES KNOWN AS _____ OR _____ AND UTILITY/INFRASTRUCTURE EASEMENTS SO LONG AS THESE ACTIONS ARE FOR A PUBLIC PURPOSE AND ENHANCE THE ENTIRE PARK SYSTEM." MR. BURTON COMMENTS IN SUPPORT. REGIONAL PARKS AND GREENSPACES DIRECTOR CHARLES CIECKO ADVISED THE TWO PROPERTIES ARE KNOWN AS MASON HILL AND BELLVIEW POINT, AND COMMENTED IN SUPPORT OF REVERSIONARY CLAUSE. MR. CIECKO EXPRESSED CONCERNS REGARDING CERTAIN PROVISIONS OF THE BLUE LAKE PARK MASTER PLAN AND RESPONDED TO BOARD QUESTIONS AND DISCUSSION. MR. KRESSEL AND CHAIR STEIN RESPONSE TO QUESTION OF COMMISSIONER COLLIER. COMMISSIONER COLLIER MOVED AND COMMISSIONER KELLEY SECONDED AN AMENDMENT "NOT INCLUDING THE EXCHANGE OR SALE OF PROPERTIES KNOWN AS MASON HILL OR BELLVIEW POINT,

AND OTHER PROPERTIES CONSISTENT WITH THE BLUE LAKE PARK MASTER PLAN." BOARD, MR. BURTON AND MR. KRESSEL COMMENTS AND DISCUSSION. COMMISSIONER COLLIER ADVISED SHE WITHDRAWS HER PREVIOUS REVERSIONARY CLAUSE AMENDMENTS. COMMISSIONER COLLIER MOVED, SECONDED BY COMMISSIONER KELLEY, APPROVAL OF THE FOLLOWING AMENDMENT TO THE REVERSIONARY CLAUSE ON PAGE 5: "TRANSFERRED PARKS SHALL BE USED SOLELY FOR PARK PURPOSES UNLESS THE BOARD OF COUNTY COMMISSIONERS APPROVES ANOTHER PUBLIC USE FOR A SPECIFIC PROPERTY." MR. KRESSEL RESPONSE TO QUESTION OF CHAIR STEIN. BOARD DISCUSSION. MR. BURTON, BOARD AND MR. KRESSEL COMMENTS AND DISCUSSION. CHAIR STEIN ADVISED HER INTENT IS THAT IF METRO IS GOING TO PROPOSE TO SELL OR TRADE PARK LAND FOR ANY USE, THAT THEY WOULD ADVISE US, CONSULT US, AND HAVE A PUBLIC HEARING BEFORE THAT TRADE OR SALE OCCURRED. FOLLOWING COUNSEL AND BOARD CONSENSUS, COMMISSIONER COLLIER MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF THE FOLLOWING AMENDMENT TO THE REVERSIONARY CLAUSE ON PAGE 5: "IF METRO PROPOSES TO SELL OR TRADE PARK LANDS, IT WOULD BE IN CONSULTATION WITH MULTNOMAH COUNTY AND AFTER A PUBLIC HEARING WAS HELD BY METRO." AMENDMENT UNANIMOUSLY APPROVED. COMMISSIONER SALTZMAN COMMENTS IN SUPPORT. CHAIR STEIN, COMMISSIONER COLLIER, COUNSEL MATT RYAN, FINANCE DIRECTOR DAVE BOYER, MR. CIECKO AND MR. BURTON EXPLANATION IN RESPONSE TO MR. OLDHAM'S CONCERNS, ADVISING MARINE BOARD FUNDS FOR OPERATION OF RIVER PATROL; MARINE FUEL TAX FUNDS FOR RECREATIONAL BOATING FACILITIES; AND COUNTY MAINTENANCE OF SHERIFF'S RIVER PATROL FACILITIES WILL CONTINUE AS USUAL AFTER THE TRANSFER. IN RESPONSE TO A

QUESTION OF MR. OLDHAM, MR. CIECKO ADVISED METRO WILL CONTINUE TO PAY ITS PRO RATA SHARE OF CAPITAL COSTS AND ANNUAL SERVICE FEES ASSOCIATED WITH USE OF BOEC 9-1-1 EMERGENCY RADIO SYSTEM. BOARD COMMENTS IN SUPPORT OF TRANSFER. AGREEMENT UNANIMOUSLY APPROVED, AS AMENDED.

R-8 First Reading of an ORDINANCE Amending Multnomah County Code Chapter 5.50.050 (Transient Lodging Tax) to Allow Certain Tax Receipts to be Used to Finance Construction of a New Hall at the Expo Center

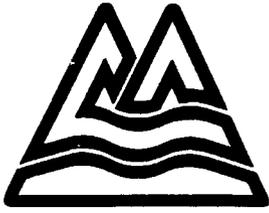
ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER COLLIER MOVED AND COMMISSIONER KELLEY SECONDED, TO CONTINUE THE FIRST READING FOR ONE WEEK UNTIL THE ISSUE OF OWNERSHIP OF EXPO IS SETTLED. COMMISSIONER COLLIER COMMENTS IN SUPPORT OF HER MOTION. MR. KRESSEL AND MR. BURTON RESPONSE TO BOARD DISCUSSION. MR. BURTON TESTIMONY IN SUPPORT. TOM CROPPER TESTIMONY IN OPPOSITION. COMMISSIONERS COLLIER AND KELLEY WITHDREW THEIR MOTION AND SECOND. UPON MOTION OF COMMISSIONER HANSEN, SECONDED BY COMMISSIONER SALTZMAN, THE FIRST READING WAS UNANIMOUSLY APPROVED. SECOND READING THURSDAY, MARCH 14, 1996.

There being no further business, the meeting was adjourned at 11:52 a.m.

OFFICE OF THE BOARD CLERK
FOR MULTNOMAH COUNTY, OREGON



Deborah L. Bogstad



MULTNOMAH COUNTY OREGON

OFFICE OF THE BOARD CLERK
SUITE 1510, PORTLAND BUILDING
1120 SW FIFTH AVENUE
PORTLAND, OREGON 97204
CLERK'S OFFICE • 248-3277 • 248-5222
FAX • (503) 248-5262

BOARD OF COUNTY COMMISSIONERS
BEVERLY STEIN • CHAIR • 248-3308
DAN SALTZMAN • DISTRICT 1 • 248-5220
GARY HANSEN • DISTRICT 2 • 248-5219
TANYA COLLIER • DISTRICT 3 • 248-5217
SHARRON KELLEY • DISTRICT 4 • 248-5213

AGENDA

MEETINGS OF THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS

FOR THE WEEK OF

MARCH 4, 1996 - MARCH 8, 1996

Tuesday, March 5, 1996 - 9:30 AM - Board Briefings Page 2

Thursday, March 7, 1996 - 9:30 AM - Regular Meeting Page 2

*Thursday Meetings of the Multnomah County Board of Commissioners are *cablecast* live and taped and can 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

INDIVIDUALS WITH DISABILITIES MAY CALL THE OFFICE OF THE BOARD CLERK AT 248-3277 OR 248-5222, OR MULTNOMAH COUNTY TDD PHONE 248-5040, FOR INFORMATION ON AVAILABLE SERVICES AND ACCESSIBILITY.

AN EQUAL OPPORTUNITY EMPLOYER

Tuesday, March 5, 1996 - 9:30 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland

BOARD BRIEFINGS

- B-1 Department of Community and Family Services, Community Action Program Office Update on Recommendation of Men's Housing Facility Programming Task Force to Portland City Council. Presented by Rey España. 45 MINUTES REQUESTED.
- B-2 Girlz in the Hood Video Presentation by Diane Feldt, Director, North Portland Youth and Family Center. 45 MINUTES REQUESTED.
-

Thursday, March 7, 1996 - 9:30 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland

REGULAR MEETING

CONSENT CALENDAR

NON-DEPARTMENTAL

- C-1 Appointment of Leon Fox to the METROPOLITAN HUMAN RIGHTS COMMISSION, Position No. 1
- C-2 Amendment to Intergovernmental Agreement 500096-1 with Portland Development Commission, for Disbursement Services on \$137,500 Bridge Loan to Brentwood-Darlington Community Resource Center Project

SHERIFF'S OFFICE

- C-3 Amendment to Intergovernmental Agreement 800416 with Oregon State Marine Board, Adding \$3,600 for Sheriff's Office River Patrol to Conduct Marine Law Enforcement Activities During Fiscal Year 1995-96
- C-4 Budget Modification MCSO 6 Adding \$3,600 to the Supplies Line Item in the Marine Board Portion of the Sheriff's River Patrol Budget

DEPARTMENT OF ENVIRONMENTAL SERVICES

C-5 TP 3-95 *Hearings Officer Decision APPROVING, With Conditions, Request to Locate Two Modular Classroom Units on Sauvie Island School District Property, 14445 NW CHARLTON*

DEPARTMENT OF COMMUNITY AND FAMILY SERVICES

C-6 *RESOLUTION Authorizing Designees of the Mental Health Program Director to Direct a Peace Officer to Take an Allegedly Mentally Ill Person into Custody*

REGULAR AGENDA

PUBLIC COMMENT

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

NON-DEPARTMENTAL

R-2 *Request for Approval of Mt. Hood Cable Regulatory Commission Proposed Budget for Fiscal Year 1996-1997*

DEPARTMENT OF ENVIRONMENTAL SERVICES

R-3 *RESOLUTION Commenting on a Locational Adjustment to the Metro Urban Growth Boundary Requested by the Open Door Baptist Church, Troutdale, Oregon*

R-4 *RESOLUTION Accepting the Multnomah County Strategic Plan for Information Technology, Commending the Strategic Planning for Information Technology Team, and Adopting Strategic Goals, Policies and Objectives for Multnomah County Information Technology*

DEPARTMENT OF LIBRARY SERVICES

R-5 *RESOLUTION Submitting to the Voters in a Countywide Election a Three Year Rate Based Serial Levy to Fund Library Services*

SHERIFF'S OFFICE

R-6 *RESOLUTION Submitting to the Voters in a Countywide Election a Three Year Rate Based Serial Levy to Fund Public Safety Operations*

NON-DEPARTMENTAL

R-7 *Intergovernmental Agreement 500636 with Metro Regional Government for Phase II, Transfer of Ownership of Regional Parks, Natural Areas, Golf Courses, Cemeteries, and Trade/Spectator Facilities Presently Owned by Multnomah County to Metro*

R-8 *First Reading of an ORDINANCE Amending Multnomah County Code Chapter 5.50.050 (Transient Lodging Tax) to Allow Certain Tax Receipts to be Used to Finance Construction of a New Hall at the Expo Center*

MEETING DATE: MAR 07 1996

AGENDA #: C-1

ESTIMATED START TIME: 9:30

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Appointment to Metropolitan Human Rights Commission

BOARD BRIEFING: DATE REQUESTED:

REQUESTED BY:

AMOUNT OF TIME NEEDED:

REGULAR MEETING: DATE REQUESTED: 3/07
3/14, 1996

AMOUNT OF TIME NEEDED: Consent Agenda

DEPARTMENT: Nondepartmental

DIVISION: Chair's Office

CONTACT: Delma Farrell

TELEPHONE #: 248-3953
BLDG/ROOM #: 106/1515

PERSON(S) MAKING PRESENTATION:

ACTION REQUESTED:

INFORMATIONAL ONLY POLICY DIRECTION APPROVAL OTHER

SUGGESTED AGENDA TITLE:

Appointment of Leon Fox to the Metropolitan Human Rights Commission, County Position #1, to fill unexpired term of resigning member, Charu Manchanda Nair. Term Expires 9/30/96.

SIGNATURES REQUIRED:

ELECTED OFFICIAL: Beverly Stein
(OR)
DEPARTMENT
MANAGER: _____

BOARD OF
COUNTY COMMISSIONERS
96 FEB 28 AM 8:22
MULTNOMAH COUNTY,
OREGON

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any Questions: Call the Office of the Board Clerk 248-3277 or 248-5222

**METROPOLITAN** 1120 SW Fifth Avenue, Rm. 516
HUMAN RIGHTS COMMISSION Portland, Oregon 97204-1989

February 12, 1996

To: Delma Farrell
Office of the Chair
Multnomah County

From: Helen Cheek, Director 
Metropolitan Human Rights Commission

Subject: Appointment to MHRC

Charu Manchanda Nair is resigning from the Commission. She hold County position #1. She was one of the original Commissioners when MHRC was re-formed and has served for three and a half years. Her business obligations and several family crises have made it impossible for her to attend meetings.

I have enclosed Leon Fox's resume. He is the Commission's recommendation to fill position #1.

The diversity and geographic profile of the Commission, with the appointment of Leon, is: one African American female (N. E.), three African American males (Downtown and N. E. One is an ordained minister.), one Arab American female (outer E.), one white Jewish male (N. E.), one Caucasian male member of the sexual minority community (S.W.), one Caucasian female member of the sexual minority community (S.E.), one Jewish female (S.W.), one East Indian female (S. E.), one Korean male (S. W.), one American Indian female (N.), one Japanese female (N.W.), two Caucasian females (S.E. and Troutdale). We are anticipating another slot opening up soon and are doing extensive recruitment in east county to find someone from the Hispanic community to apply.

Thanks for you help.

Auth.

METROPOLITAN HUMAN RIGHTS COMMISSION

APPLICATION FOR APPOINTMENTS

A. Personal Data

LEON FOX

Name

11919 N. Jantzen Ave #110

Address

Portland, OR 97217

City/State/Zip

285-8037 / 285-0995

Home Phone/Business Phone

Do you live in ___ unincorporated Multnomah County or a city within Multnomah County?
Do you live within the city boundaries of yes Portland?

Affirmative Action Information (optional):

Date of Birth 07-02-45 Racial/Ethnic Background African American

Sex M Disability Status: Yes ___ No

(You are asked to provide information which is necessary for statistical reporting purposes only. Under State and Federal Law, this information may not be used to discriminate against you.)

B. List major paid employment and/or volunteer experience which illustrates your interest/involvement in human relations/civil rights: (List chronologically beginning with most recent.)

Employer/Organization	Title/Responsibilities	Dates
<i>LAZARUS ART Soc. Inc.</i>	<i>Director</i>	<i>4-92 - Present</i>

C. List education and training that is relevant to this application:

Name of School/Training	Degree/Certificate	Dates
<i>FISK University</i>	<i>BA Psychology</i>	<i>'72</i>

D. Please list the name, address and telephone numbers of two people who may be contacted as references:

<i>Karen George</i>	<i>5534 N. Montana, 97217</i>	<i>285-8037</i>
<i>Randy Massey</i>	<i>5610 NE 25th, 97211</i>	<i>284-0086</i>

E. Please list potential conflicts of interest between your private life and public service on the Metropolitan Human Rights Commission:

NA

F. Please provide a brief response to the following questions:

Why are you interested in serving on the Metropolitan Human Rights Commission?

I feel I am an objective person and because of my being exposed to the Civil Rights movement in the 60's while in college and being a product of the affirmative action and working with companies such as Hallmark Cards, W.R. Grace, State Farm Ins., and the City of Portland has allowed me insight that is invaluable.

Outline your pertinent experience with minority, professional and/or community organizations. What are your current affiliations/activities with relevant organizations?

I can't say that I have worked or have experience with minority organizations but as a minority involved with the companies which I worked, there weren't many people of color, and they were searching for effective ways of attracting qualified minority candidates.

How do you feel about the MHRC mission statement?

The mission statement is right on time, because in a diverse culture as ours and a supposedly democracy - the only way we as a society can reach our full potential is to totally use all of our resources human and natural.

Please identify skills, resources and experience you would bring to the MHRC?

- Public Speaking
- High Profile in Community
- Legal/Civil Rights Knowledge
- Consensus Building
- Educator/Trainer
- Multi-Culturalism
- Facilitation
- Advertising/PR/Media
- Cultural Arts
- Psychology/Sociology/Social Work
- Leadership Ability
- Time and Energy
- Grassroots Organizing
- Mediation/Conflict Resolution
- Bi-Lingual _____
- Bi-Cultural _____
- Writing
- Research and Evaluation
- Parliamentarian

Other: _____

Additional Comments: I am very interested in preparing people especially young people to function effectively in this society, and encourage them to accept challenges and accept nothing short of full inclusion, job wise, socially, and economically.

MAR 07 1996

MEETING DATE: _____

AGENDA #: C-2

ESTIMATED START TIME: 9:30

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Modification of IGA with Portland Development Commission

BOARD BRIEFING: DATE REQUESTED: _____

REQUESTED BY: _____

AMOUNT OF TIME NEEDED: _____

REGULAR MEETING: DATE REQUESTED: March 7, 1996

AMOUNT OF TIME NEEDED: 5 minutes

DEPARTMENT: District 3

DIVISION: _____

CONTACT: Darlene Carlson

TELEPHONE #: 248-5126

BLDG/ROOM #: 106/1500

PERSON(S) MAKING PRESENTATION: Darlene Carlson

ACTION REQUESTED:

INFORMATIONAL ONLY POLICY DIRECTION APPROVAL OTHER

SUGGESTED AGENDA TITLE:

Modification of IGA with PDC to allow them to accept the \$137,500 bridge loan for disbursement to the Brentwood/Darlington Community Family Resource Center project. Existing IGA covers the original \$200,000 contribution to the project.

3/7/96 ORIGINALS to Darlene Carlson

SIGNATURES REQUIRED:

ELECTED
OFFICIAL:
(OR)
DEPARTMENT
MANAGER:



BOARD OF
COUNTY COMMISSIONERS
96 FEB 29 AM 11:42
MULTNOMAH COUNTY
OREGON

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any Questions: Call the Office of the Board Clerk 248-3277 or 248-5222

**BOARD OF COUNTY COMMISSIONERS
AGENDA ITEM BRIEFING
STAFF REPORT SUPPLEMENT**

TO: Board of County Commissioners

FROM: Commissioner Tanya Collier

TODAY'S DATE: February 29, 1996

REQUESTED PLACEMENT DATE: March 7, 1996

RE: Modification of IGA between Multnomah County and Portland Development Commission

I. Recommendation/Action Requested:

Request approval of modifying current IGA between Multnomah County and the Portland Development Commission (PDC) whereby PDC is administering the distribution of the \$200,000 the County has contributed to the Brentwood-Darlington Community Family Resource Center project. Modification will allow PDC to accept the \$137,500 bridge loan which the County approved with Resolution and Order 95-258 on December 14, 1995. (A copy of the resolution is attached to this report.)

II. Background/Analysis:

The Brentwood-Darlington Community Family Resource Center project is a collaboration among the public and private sector and the Brentwood-Darlington Neighborhood to build a community center. The County has entered into an IGA with PDC to act as the fiduciary agent for the \$200,000 dollars of County funds which have been granted to the project. PDC has agreed to act as the banker for the City and County funds allocated to the project and will also disburse the private moneys granted to the project.

The City of Portland and Multnomah County have loaned the project an additional \$250,000 to allow construction to begin in a timely fashion. Modification of the current IGA will allow PDC to fold the County loan of \$137,500 into the project bank account at PDC. A copy of the current IGA is attached to this report.

III. Financial Impact:

The bridge loan to the Brentwood-Darlington Community Family Resource Center project is to be paid back in full by September 30, 1996. Fundraising by the Center Board is actively being pursued, and every effort will be made to repay the balance. If the full amount of the loan cannot be repaid, the City and the County will have to cover the balance. The County loan is from the general fund.

IV. Legal Issues:

Multnomah County Counsel and the legal counsel for the PDC have written and approved this modification to the current IGA.

V. Controversial Issues:

None. The loan was approved in December, 1995.

VI. Link to Current County Policies:

Multnomah County has established policy which encourages cooperation and partnerships with other entities to avoid duplication of service and to take advantage of expertise and established administrative procedures.

VII. Citizen Participation:

The Brentwood-Darlington Community Family Resource Center Board of Directors, who are responsible for project leadership and decision-making, has been informed of this process, and has consented to it. This board has six neighborhood representatives, including three from the Brentwood-Darlington Neighborhood Association as voting members.

VIII. Other Government Participation:

The Portland Development Commission has initiated this process to make it possible for them to process the loan and disburse the money to the project.



CONTRACT APPROVAL FORM

(See Administrative Procedure #2106)

MULTNOMAH COUNTY OREGON

Contract # 500096-1
Amendment # _____

CLASS I <input type="checkbox"/> Professional Services under \$25,000	CLASS II <input type="checkbox"/> Professional Services over \$25,000 (RFP, Exemption) <input type="checkbox"/> PCRB Contract <input type="checkbox"/> Maintenance Agreement <input type="checkbox"/> Licensing Agreement <input type="checkbox"/> Construction <input type="checkbox"/> Grant <input type="checkbox"/> Revenue	CLASS III <input checked="" type="checkbox"/> Intergovernmental Agreement APPROVED MULTNOMAH COUNTY BOARD OF COMMISSIONERS AGENDA # <u>C-2</u> DATE <u>3/7/96</u> <u>DEB BOGSTAD</u> BOARD CLERK
---	---	---

Department BCC #3 Division _____ Date 2-29-96

Contract Originator Darlene Carlson Phone 248-5126 Bldg/Room 106/1500

Administrative Contact _____ Phone _____ Bldg/Room _____

Description of Contract Amendment to IGA with Portland Development Commission for disbursement services on \$137,500 bridge loan to Brentwood-Dallington Community Family Resource Center project.

RFP/BID # _____ Date of RFP/BID _____ Exemption Exp. Date _____

ORS/AR # _____ Contractor is MBE WBE QRF

Contractor Name PDC
 Mailing Address 1120 SW 5th, #1100
Pdx 97204
 Phone 823-3200
 Employer ID# or SS# _____
 Effective Date March 7, 1996
 Termination Date Sept. 30, 1996
 Original Contract Amount \$ \$200,000
 Total Amount of Previous Amendments \$ —
 Amount of Amendment \$ \$137,500
 Total Amount of Agreement \$ \$337,500

Remittance Address _____ (If Different) _____

Payment Schedule _____ Terms _____

Lump Sum \$ _____ Due on receipt
 Monthly \$ _____ Net 30
 Other \$ _____ Other _____
 Requirements contract - Requisition required.
 Purchase Order No. _____
 Requirements Not to Exceed \$ _____

REQUIRED SIGNATURES:

Department Manager [Signature]
 Purchasing Director (Class II Contracts Only) _____
 County Counsel _____
 County Chair / Sheriff [Signature]
 Contract Administration (Class I, Class II Contracts Only) _____

Encumber: Yes No
 Date 2-29-96
 Date _____
 Date 2-29-96
 Date March 7, 1996
 Date _____

VENDOR CODE			VENDOR NAME						TOTAL AMOUNT	\$	
LINE NO.	FUND	AGENCY	ORGANIZATION	SUB ORG	ACTIVITY	OBJECT/REV SRC	SUB OBJ	REPT CATEG	LGFS DESCRIPTION	AMOUNT	INC/DEC IND
01.											
02.											
03.											

* If additional space is needed, attach separate page. Write contract # on top of page.

INSTRUCTIONS ON REVERSE SIDE

**MODIFICATION OF
INTERGOVERNMENTAL AGREEMENT**

THIS MODIFICATION of the Intergovernmental Agreement made between Multnomah County, a home rule subdivision of the State of Oregon, and the City of Portland acting by and through the Portland Development Commission, is made to implement Resolution and Order 95-258 of the Board of County Commissioners for Multnomah County, Oregon and Resolution No. 4731 of the Portland Development Commission.

WITNESSETH:

WHEREAS, Multnomah County has agreed to participate in the construction of a neighborhood center for the Brentwood-Darlington neighborhood on the SE corner of the Lane Middle School Property located on SE 62nd Avenue and SE Knapp Street by contributing \$200,000 in the 1994-95 budget as its share of the construction cost; and

WHEREAS, the Portland Development Commission agreed to disburse \$200,000 of community development block grant funds approved as a non-profit facilities loan to the Project; and

WHEREAS, the Project has a sources of funds shortfall of \$250,000, of which the City of Portland acting through the Portland Development Commission has agreed to provide a bridge loan in the amount of \$112,500, and Multnomah County has agreed to provide a bridge loan of \$137,500, and

WHEREAS, Multnomah County and the Portland Development Commission have already created and agreed to an Intergovernmental Agreement pursuant to which Multnomah County transferred \$200,000 to the Portland Development Commission, which will be allocated to the Project under certain terms and conditions, and

WHEREAS, Multnomah County and the Portland Development Commission desire to allocate additional funds to the Project under the same terms and conditions,

NOW, THEREFORE, the parties agree as follows:

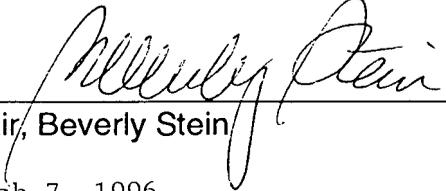
1. The Intergovernmental Agreement between Multnomah County and the City of Portland acting by and through the Portland Development Commission shall be modified to reflect a total payment of \$337,500.00 from Multnomah County to the Portland Development Commission.

2. The remainder of the existing Agreement between the parties shall remain in full force and effect.

In **WITNESS WHEREOF**, the parties have executed this Modification to Agreement in duplicate.

Board of County Commissioners
MULTNOMAH COUNTY, OREGON

PORTLAND DEVELOPMENT COMMISSION



Chair, Beverly Stein

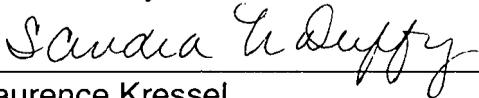
Janet Bureson, Executive Director

March 7, 1996

Date

Date

Reviewed by:



for Laurence Kressel
County Counsel for
Multnomah County, Oregon

Karen M. Williams
Staff Counsel

APPROVED MULTNOMAH COUNTY
BOARD OF COMMISSIONERS
AGENDA # C-2 DATE 3/7/96
DEB BOGSTAD
BOARD CLERK

**BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON**

In the Matter of Providing a Bridge Loan)
to the Brentwood-Darlington Community)
Family Resource Center project to allow)
Construction to Begin in January, 1996)

**RESOLUTION and
ORDER**
95-258

WHEREAS, there is a need for social, health, educational, senior and recreational services in the Brentwood-Darlington neighborhood; and

WHEREAS, there is no central location to house these much needed services;
and

WHEREAS, easy access to services is a key component in serving the most needy populations; and

WHEREAS, the Brentwood-Darlington Community Family Resource Center will provide a central, accessible location for services within the neighborhood; and

WHEREAS, the Brentwood-Darlington Community Family Resource Center project is a model of collaboration with the City of Portland, Multnomah County, School District 1, the Brentwood-Darlington neighborhood, service providers, businesses, and private foundations all involved as partners in the project; and

WHEREAS, over \$800,000 has been raised by December 1, 1995 to build the Center; and

WHEREAS, \$250,000 of the \$1,056,000 in capital funds needed to build the Center has yet to be raised, and further delay will result in increased construction costs; and

WHEREAS, the foundation grant funds will not be released to the project until all the capital dollars are in hand; and

WHEREAS, the City of Portland has been asked to loan \$112,500 to the project and Multnomah County has been asked to make up the difference with this bridge loan so that funds can be released and construction can get underway in January to take advantage of the seasonal availability of the construction industry and contain costs; and

WHEREAS, the Brentwood-Darlington Community Family Resource Center, Inc. will make every effort to raise the additional funds and pay back the bridge loan by September, 1996 through intensive fundraising efforts in the first two quarters of 1996;

NOW, THEREFORE IT IS HEREBY RESOLVED THAT Multnomah County will loan \$137,500 to the Brentwood-Darlington Community Family Resource Center, Inc. to complete the initial fundraising efforts and allow the project construction to begin.

IT IS HEREBY FURTHER RESOLVED AND ORDERED THAT County Counsel will prepare an appropriate loan document; upon execution of the document by the authorized representative of the borrower, the funds will be transmitted to the Portland Development Commission as fiduciary agent for the project under an existing Intergovernmental Agreement between Multnomah County and the Portland Development Commission signed June 21, 1995.

IT IS FURTHER ORDERED THAT the loan document shall specify that the loan shall be repaid in full by September 30, 1996 unless otherwise provided by the Board of County Commissioners.

ADOPTED this 14th day of December, 1995.

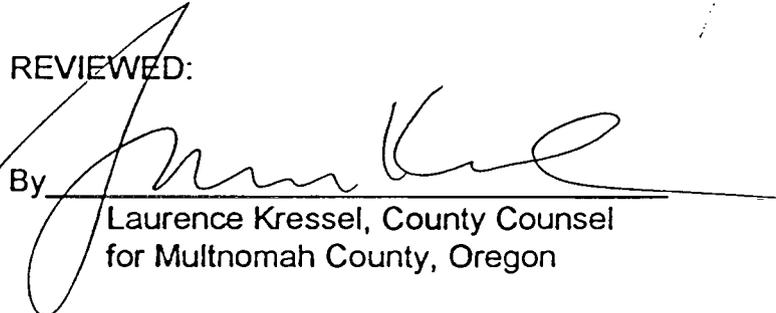




Beverly Stein, Chair
Multnomah County, Oregon

REVIEWED:

By



Laurence Kressel, County Counsel
for Multnomah County, Oregon

INTERGOVERNMENTAL AGREEMENT

THIS AGREEMENT entered into in accordance with ORS Chapter 190, between Multnomah County, a home rule subdivision of the State of Oregon, and the City of Portland through the Portland Development Commission.

WITNESSETH:

WHEREAS, Multnomah County desires to participate in the construction of a neighborhood center for the Brentwood-Darlington neighborhood on the SE corner of the Lane Middle School property located on SE 62nd Avenue and SE Knapp Street; and

WHEREAS, this project is a public-private partnership and \$210,000 of the total has come from private trusts, Meyer Memorial, the Oregon Community Foundation, and First Interstate Bank; and

WHEREAS, the Brentwood-Darlington Community Family Resource Center will provide for co-location of needed social services and community activity space for this HCD eligible neighborhood; and

WHEREAS, Multnomah County has included a \$200,000 contribution in the 1994-95 budget as its share of the \$964,000 construction cost, including architectural fees and legitimate pre-development costs; and

WHEREAS, the Portland Development Commission is acting as the City's lending agency to disburse the City's \$200,000 of community development block grant funds approved as a non-profit facilities loan to the Brentwood-Darlington Community Family Resource Center project; and

WHEREAS, the Portland Development Commission has agreed to act as Multnomah County's coordinator for the disbursement of County funds approved by the Multnomah County Board of Commissioners for the development of the Brentwood-Darlington Community Family Resource Center project,

NOW, THEREFORE, the parties agree as follows:

1. Multnomah County will pay \$200,000 to the Portland Development Commission in June, 1995.
2. The Portland Development Commission agrees to allocate this payment, and all interest earned on this amount prior to its expenditure, toward the pre-development costs and the construction costs of the Brentwood-Darlington Community Family Resource Center. However, no more than \$65,000 of the County's contribution shall be spent on pre-development costs without further approval by the Board of County Commissioners.

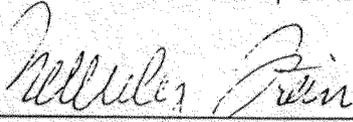
3. The Portland Development Commission agrees to report to the Board of County Commissioners of Multnomah County on the progress of construction of the Center on a quarterly basis beginning in November, 1995 and upon completion of construction. This report shall include a description of the status of the project, a timeline for completion, actual expenditures on the project to date, and estimated additional expenditures required for completion of the project.

4. In the event construction does not begin by May 15, 1996, the Portland Development Commission agrees to refund to Multnomah County the remaining balance of the \$200,000 payment, plus interest earned unless otherwise approved by the Board of County Commissioners.

In WITNESS WHEREOF, the parties have executed this Agreement in duplicate.

Board of County Commissioners
MULTNOMAH COUNTY, OREGON

PORTLAND DEVELOPMENT COMMISSION



Chair Beverly Stein

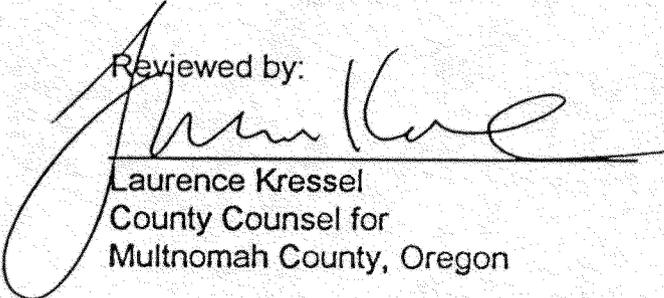
6-29-95

6-30-95

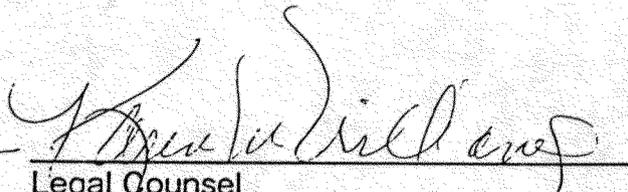
Date

Date

Reviewed by:



Laurence Kressel
County Counsel for
Multnomah County, Oregon



Legal Counsel
Portland Development Commission
City of Portland

APPROVED MULTNOMAH COUNTY
BOARD OF COMMISSIONERS
AGENDA # K-3 DATE 6-29-95

BOARD CLERK

MEETING DATE: MAR 07 1996

AGENDA #: C-3

ESTIMATED START TIME: 9:30

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: IGA between the Sheriff's Office and Oregon State Marine Board

BOARD BRIEFING: DATE REQUESTED: _____

REQUESTED BY: _____

AMOUNT OF TIME NEEDED: _____

REGULAR MEETING: DATE REQUESTED: February 29, 1996

AMOUNT OF TIME NEEDED: 3 minutes

DEPARTMENT: Sheriff's Office DIVISION: Enforcement

CONTACT: Larry Aab TELEPHONE #: 251-2489
BLDG/ROOM #: 313/231

PERSON(S) MAKING PRESENTATION: No one - Consent Item

ACTION REQUESTED:

INFORMATIONAL ONLY POLICY DIRECTION APPROVAL OTHER

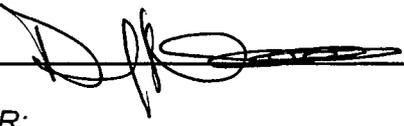
SUGGESTED AGENDA TITLE:

Amending the Oregon State Marine Board intergovernmental agreement with the Sheriff's Office to add an additional \$3,600 for the Sheriff's Office River Patrol to conduct marine law enforcement activities during fy 1995-96.

(***NOTE: Schedule this item with coresponding BUDMOD.)

3/7/96 ORIGINALS TO LARRY AAB

SIGNATURES REQUIRED:

ELECTED OFFICIAL: 

(OR)

DEPARTMENT MANAGER: _____

BOARD OF
COUNTY COMMISSIONERS
MULTNOMAH COUNTY
OREGON
96 FEB 26 PM 12:41

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES
Any Questions: Call the Office of the Board Clerk 248-3277 or 248-5222

MULTNOMAH COUNTY CONTRACT APPROVAL FORM

Contract # 800416

Prior-Approved Contract Boilerplate: Attached: Not Attached:

Amendment # 1

<p style="text-align: center;">CLASS I</p> <input type="checkbox"/> Professional Services under \$25,000 <input type="checkbox"/> Intergovernmental Agreement under \$25,000	<p style="text-align: center;">CLASS II</p> <input type="checkbox"/> Professional Services over \$25,000 (RFP, Exemption) <input type="checkbox"/> PCRB Contract <input type="checkbox"/> Maintenance Agreement <input type="checkbox"/> Licensing Agreement <input type="checkbox"/> Construction <input type="checkbox"/> Grant <input type="checkbox"/> Revenue	<p style="text-align: center;">CLASS III</p> <input checked="" type="checkbox"/> Intergovernmental Agreement over \$25,000 <p style="text-align: center;">APPROVED MULTNOMAH COUNTY BOARD OF COMMISSIONERS</p> <p style="text-align: center;">AGENDA # <u>C-3</u> DATE <u>3/7/96</u> <u>DEB BOGSTAD</u> BOARD CLERK</p>
--	---	--

Department: SHERIFF'S OFFICE Division: ENFORCEMENT Date: 1/29/96
 Contract Originator: LT. TERRY JONES Phone: 288-6788 Bldg/Room: _____
 Administrative Contact: LARRY AAB Phone: 251-2489 Bldg/Room: 313/231

Description of Contract: FUNDING FROM THE OSMB FOR THE SHERIFF'S OFFICE RIVER PATROL TO CONDUCT MARINE LAW ENFORCEMENT ACTIVITIES DURING FY 1995-96.

RFP/BID #: _____ Date of RFP/BID: _____ Exemption Expiration Date: _____
 ORS/AR #: _____ Contractor is MBE WBE QRF

<p>Contractor Name: <u>OREGON STATE MARINE BOARD</u> Mailing Address: <u>435 COMMERCIAL ST NE</u> <u>SALEM OR 97310-0650</u> Phone: <u>378-8587</u> Attn: <u>Bill Rydblom</u> Employer ID# or SS#: _____ Effective Date: <u>JULY 1, 1995</u> Termination Date: <u>JUNE 30, 1996</u> Original Contract Amount: <u>\$ 406,826</u> Total Amt of Previous Amendments: \$ _____ Amount of Amendment: <u>\$ 3,600</u> Total Amount of Agreement: <u>\$ 410,426</u></p>	<p>Remittance Address (if different): _____ _____ _____ Payment Schedule Terms <input type="checkbox"/> Lump Sum \$ _____ <input type="checkbox"/> Due on Receipt <input type="checkbox"/> Monthly \$ _____ <input type="checkbox"/> Net 30 <input checked="" type="checkbox"/> Other \$ <u>Qtrly</u> <input type="checkbox"/> Other <input type="checkbox"/> Requirements contract - Requisition Required Purchase Order No. _____ <input type="checkbox"/> Requirements Not to Exceed \$ _____ Encumber: Yes <input type="checkbox"/> No <input type="checkbox"/></p>
--	--

REQUIRED SIGNATURES:

Department Manager: *[Signature]* Date: _____
 Purchasing Manager: _____ Date: _____
 (Class II Contracts Only)
 County Counsel: *[Signature]* Date: 2/27/96
 County Chair: _____ Date: _____
 Sheriff: *[Signature]* Date: 2/27/96
 Contract Administration: _____ Date: _____
 (Class I, Class II Contracts Only)

VENDOR CODE				VENDOR NAME				TOTAL AMOUNT: \$			
LINE NO.	FUND	AGENCY	ORGANIZATION	SUB ORG	ACTIVITY	OBJECT/REV SRC	SUB ORG	REPT CATEG	LGFS DESCRIP	AMOUNT	IN CE EC
01	156	025	3316			2322					
02											
03											

If additional space is needed, attach separate page. Write contract number on top of page.

DISTRIBUTION: Original Signatures - Contract Administration, Initiator, Finance

Contract #800416-1

AMENDMENT TO INTERGOVERNMENTAL AGREEMENT
BETWEEN THE OREGON STATE MARINE BOARD AND THE
MULTNOMAH COUNTY SHERIFF'S OFFICE

This is an Amendment to Agreement #800416 between Oregon State Marine Board and and the Multnomah County Sheriff's Office.

The present amount of the agreement is \$406,826. By this amendment, the amount shall increase to the total amount of \$410,426 as agreed upon by the Oregon State Marine Board and the Sheriff's Office.

All other provisions, terms, and conditions of the agreement remain in effect throughout the term.

The amendment shall be effective immediately upon signature by all parties.

MULTNOMAH COUNTY
SHERIFF'S OFFICE

By: *Dan Noelle*
Dan Noelle, Sheriff

Date: 2/10/96

OREGON STATE MARINE
BOARD

By: _____
Director

Date: _____

MULTNOMAH COUNTY

By: *Beverly Stein*
Beverly Stein, Chair

Date: March 7, 1996

Reviewed:
Laurence Kressel, County Counsel
for Multnomah County, Oregon

By: *Laurence Kressel*

Date: 2/26/96

APPROVED MULTNOMAH COUNTY
BOARD OF COMMISSIONERS
AGENDA # C-3 DATE 3/7/96
DEB BOGSTAD
BOARD CLERK

BUDGET MODIFICATION NO.

MCSD # 6

(For Clerk's Use) Meeting Date

MAR 07 1996

Agenda No.

C-4

1. REQUEST FOR PLACEMENT ON THE AGENDA FOR _____

(Date)

DEPARTMENT Sheriff's Office

DIVISION _____

CONTACT Larry Aab

TELEPHONE 251-2489

* NAME(S) OF PERSON MAKING PRESENTATION TO BOARD _____

SUGGESTED

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

Budget modification requesting authorization to add \$3,600 to the Supplies line item in the Marine Board part of the Sheriff's River Patrol budget.

(Estimated Time Needed on the Agenda)

2. DESCRIPTION OF MODIFICATION

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

Personnel changes are shown in detail on the attached sheet

This modification will add \$3,600 to the Marine Board portion of the River Patrol budget. The Marine Board has agreed to provide the funds for needed supplies.

3. REVENUE IMPACT

(Explain revenues being changed and reason for the change)

Add \$3,600 in Marine Board revenue.

BOARD OF COUNTY COMMISSIONERS
MULTNOMAH COUNTY
OREGON
96 FEB 28 AM 11:09

4. CONTINGENCY STATUS

(to be completed by Budget & Planning)

Fund Contingency before this modification (as of _____) \$ _____

Date

After this modification \$ _____

Originated By

Date

Department Director

Date

Plan/Budget Analyst

Date

Employee Services

Date

Board Approval

Date

BUDGET MODIFICATION NO

MCSO #6

Expenditure

Transaction EB [] TRANSACTION DATE: _____

ACCOUNTING PERIOD: _____

BUDGET FY: _____

Fund	Agency	Organization	Activity	Reporting Category	Object	Current Amount	Revised Amount	Change Increase (Decrease)	Subtotal	Description
156	025	3316			6230			3,600		Supplies
								3,600	Total Expenditure Change	

Revenue

Transaction RB [] TRANSACTION DATE: _____

ACCOUNTING PERIOD: _____

BUDGET FY: _____

Fund	Agency	Organization	Activity	Reporting Category	Object	Current Amount	Revised Amount	Change Increase (Decrease)	Subtotal	Description
156	025	3316			2232			3,600		Marine Board
								3,600	Total Revenue Change	

Meeting Date: MAR 07 1996
Agenda No: C-5
Est. Starting Time: 9:30

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Reporting of a Hearings Officer's Decision in the matter of TP 3-95.

BOARD BRIEFING Date Requested:
Amount of Time Needed:
Requested By:

REGULAR MEETING Date Requested: March 7, 1996
Amount of Time Needed: 5 minutes

DEPARTMENT: DES
CONTACT: Bob Hall

DIVISION: Planning
TELEPHONE: 248-3043
BLDG /ROOM: 412/Planning

PERSON(S) MAKING PRESENTATION: Bob Hall

ACTION REQUESTED

Informational Only Policy Direction Approval Other

SUGGESTED AGENDA TITLE

Reporting to the Board the Hearings Officer's Decision in the Matter of TP 3-95 requesting two modular classroom units be located on Sauvie Island School District property.

SIGNATURES REQUIRED:

Elected Official: _____
OR
Department Manager: KB Lou E. Nicholas

96 FEB 26 PM 3:14
MULTNOMAH COUNTY
OREGON
BOARD OF
COUNTY COMMISSIONERS



CASE NAME Sauvie Island School

NUMBER

TP 3-95

1. Appellant Name/Address

Shirley C. Larson, et.al.
18325 NW Reeder Road
Portland 97231

2. Action Requested by Applicant

Appellant appeals Planning Director approval to allow location of two 27 x 64' modular classrooms on the subject property on a one year temporary basis.

ACTION REQUESTED OF BOARD	
<input checked="" type="checkbox"/>	Affirm Plan.Com./Hear.Of
<input type="checkbox"/>	Hearing/Rehearing
<input type="checkbox"/>	Scope of Review
<input type="checkbox"/>	On the record
<input type="checkbox"/>	De Novo
<input type="checkbox"/>	New Information allowed

3. Planning Staff Recommendation

Deny appellant's request to reverse Planning Director decision.

4. Hearings Officer Decision:

Deny appellant's request to reverse Planning Director decision.

5. If recommendation and decision are different, why?

ISSUES
(who raised them?)

The appellant raised the following issues.

- Increased number of students would increase traffic and parking impacts at the school.
- Increased congestion at the intersection of Charlton and Reeder Roads impeding emergency services.
- Increased demand on playground area and the impact on adjacent private property.
- No increase in bathroom facilities.
- The applicability of Design Review.
- Outside lighting impacting neighboring property.

Do any of these issues have policy implications? Explain.

No

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

Regarding a request by Sauvie Island School District)	FINAL ORDER
to locate two (2) modular classroom units on school)	TP 3-95
district property located at 14445 N.W. Charlton in)	(Sauvie Island
unincorporated Multnomah County, Oregon.)	School District)

I. HEARING AND RECORD

A public hearing concerning an appeal of this matter was held on December 20, 1995. The written record was closed on January 26. All exhibits received by the Hearings Officer in relation to this matter are on file with the County.

II. FINDINGS

The Appellant, through her attorney, Stark Ackerman, raised a series of objections to the Planning Director's decision approving the Temporary Permit for the proposed modular classrooms. Each of the appellant's objections is summarized and discussed below.

1. The approved use is not a temporary use that qualifies for a temporary permit.

MCC 11.15.8075 allows the Planning Director to issue temporary permits, valid for a period of not more than one year after issuance for structures, or uses which are of a temporary nature, such as:

- "(1) Storage of equipment during the building of roads or developments;
- (2) Real estate office used for the sale of lots or housing in subdivisions;
- (3) Temporary storage of structures or equipment;
- (4) Sheds used in conjunction with the building of a structure;
- (5) Temporary housing; or
- (6) Other uses of a temporary nature when approved by the Planning Director.

The code does not define the term "temporary" or "temporary in nature". The parties have submitted additional exhibits addressing this ambiguity. Upon review of the code and the exhibits submitted, the Hearings Officer finds that the modular classrooms are similar to "temporary housing" which is specifically enumerated in the code as a structure or use that is

temporary in nature. The modular structures proposed by the school district are temporary in nature because they were built off-site and may be removed without unreasonable disruption to the site or surrounding area. The fact that the structure or use could be permanently placed on the site, even though it is removable, does not distinguish it from the enumerated "temporary" uses.

Most of the testimony on this issue involved whether or not the school district intends to use these structures on a permanent basis, and whether that intent is a relevant consideration in defining the structure or use as one that is temporary in nature. After considering the evidence and arguments submitted, the Hearings Officer finds that the intent of the school district is irrelevant. MCC 11.15.8705 does not impliedly or expressly require the county to determine the intent of the applicant when considering whether or not a use or structure is temporary in nature before determining whether or not to issue a Temporary Permit. Therefore, even if the school district intends to make these structures permanent, such intent would not be relevant to any applicable approval criteria.

The Hearings Officer expressed concern at the hearing that the County's Temporary Permit process could be abused if an applicant were allowed to obtain a Temporary Permit for a structure or use, then later request another permit to convert the temporary use into a permanent use. While this concern still persists, the Hearings Officer finds no prohibition for such action in the code, and therefore cannot lawfully use that concern as a basis for approval or denial of this appeal. Since the code expressly provides that temporary permits are valid for only one year, and since the applicant would be required to obtain a modification of the Community Service Use to make the structure or use permanent in this zone, the public interest will ultimately be protected if this temporary structure needs to be located on this site beyond August 4, 1996, when this permit expires.

2. The increased number of students (more than a 30 percent increase), and the higher grades taught as a result of the modular classrooms, will increase the traffic and parking impacts of the school.

At the hearing, the Hearings Officer pointed out that the County does not have any approval criteria per se, for temporary use permits. On its face, MCC 11.15.8705 (1) simply requires a determination as to whether or not the structure or use is temporary in nature. However, MCC 11.15.8705(2) provides that the Planning Director may attach "reasonable conditions relevant to the proposed use to carry out the intent and purpose of this Chapter". Accordingly, the Hearings Officer interprets this provision in the code as one that requires the County to examine the proposed temporary use or structure and determine whether its impacts are reasonable under the circumstances. If the structure or use will likely produce significant impacts, the County may require, as a condition of approval, that those impacts be mitigated.

The Hearings officer finds that with regard to traffic, there is insufficient evidence in the record to justify a condition to mitigate the effects from the added number of trips that would result from this temporary structure. Even though the road to the school is not

currently developed to county standards, it is adequate to accommodate the modest increase in vehicle trips that will result from the temporary use of these portable classrooms. Similarly, at this time, there is insufficient evidence in the record demonstrating that parking will be significantly effected by this relatively small addition of temporary classroom space. The code-required parking for school uses is one space per 84 square feet of auditorium space. Since there is no change in auditorium space proposed, additional parking is not required by the applicable code standard.

3. The intersection of Charlton Road and Reeder Road is used by the fire department for emergency vehicles. Increased congestion resulting from the increased numbers of cars and students at the school could interfere with the quick and efficient movement of emergency vehicles and create resulting safety hazards.

As pointed out above, there is insufficient information in the record to justify any additional conditions regarding transportation impacts from this temporary use.

4. The approval of the modular classrooms will increase the demand for and, at the same time, reduce the area available for playground and recess activity by the students. This could lead to the use of adjacent private property by the students and possible impacts on and security issues for private property owners like Ms. Stiefbold.

The evidence indicates that the modular classrooms are located in what would otherwise be open space and potential play areas for school children. However, there is no evidence in the record that this loss in play area and open space either violates the county code or that it will likely result in off-site impacts. Therefore, the Hearings Officer finds that this loss in open space and play area does not warrant any additional conditions of approval.

5. Although the number of students is expanding, the bathroom facilities are not.

The hearings officer is not aware of any applicable land use criteria that governs the number of bathrooms in this facility. To the extent that the existing septic system will be required to handle additional students, the Hearings Officer relies upon the technical expertise of the Portland Bureau of Buildings. They have determined that the system is adequate to handle up to 200 students. Therefore, a condition limiting the total number of students to 200 will be imposed to insure that this temporary use does not overburden the school's septic system. This 200 student limitation relates only to this Temporary Permit. When the Temporary Permit expires, so will its conditions. If and when the school seeks a more permanent solution for expansion, the septic issue will be revisited.

6. Even with this temporary permit, the modular classrooms use requires Design Review approval.

The appellant argues that pursuant to MCC 11.15.7820, Design Review requirements apply to all Community Service uses. In that regard, the Hearings Officer finds that the

proposed use is not requesting approval for a new or modified "Community Service Use". At this time the applicant is requesting a different type of "action", namely a Temporary Permit, which is distinguished from "Community Service Uses" in MCC 11.15.8205. This distinction is consistent with the provisions in MUA 20 zoning district which distinguish temporary permits from other uses. Therefore, the Hearings Officer finds that the code does not require Design Review in this case, where the applicant is requesting only a Temporary Permit.

However, even though Design Review is not required under the code, MCC 11.15.8705 (2) allows the county to attach reasonable conditions to the temporary permit if those conditions are relevant to the proposed use, in order to carry out the intent and purpose of the code. These conditions could include requiring Design Review.

Other than the issues mentioned above, the only other design-related concerns involve the general appearance of the modulars and the lights that have been installed on them. Ms. Dorothy J. Rick has testified that the brilliance and lack of effective shielding on these lights is a problem for her. The Hearings Officer has viewed the photos of the modulars in the record and does not find that the appearance of the modulars warrants a condition requiring Design Review. Furthermore, the problems described by Ms. Rick concerning the exterior lighting on these structures can be remedied short of requiring full Design Review. A condition of approval will be added requiring the school district to shield and/or adjust all lights associated with the modular classrooms so that they do not shine on neighboring properties.

III. CONCLUSION

The Hearings Officer concludes that TP 3-95 (Sauvie Island School District) should be approved based upon the findings set forth above and incorporating by reference the Planning Director's decision rendered in this case. Accordingly, the Hearings Officer hereby approves TP 3-95 (Sauvie Island School District), subject to the conditions set forth below.

IV. DECISION

The Planning Director's Decision in TP 3-95 is upheld, subject to two additional conditions which: 1) impose certain limitations on the number of students that may be served by the school's septic system, and 2) impose limitations on the school's outdoor lighting for the modular classrooms. The appeal of the Planning Director's decision is granted only to the extent that the above mentioned conditions are warranted. In all other respects, the appeal is denied.

Conditions of Approval

1. The Temporary Permit is granted for a period of time to expire on August 4, 1996, after which, the applicant may request approval or modification of the Community Service Use of the property for expanded permanent classroom units.
2. Prior to commencing any site grading or preparation, obtain a Grading and Erosion Control Permit if more than 50 cubic yards of earthen material will be moved or disturbed.
3. The school shall be limited to a total enrollment of 200 students in order to insure that the existing septic system is not overburdened by the additional students from the modular classrooms. This limitation shall be in effect so long as these modular classroom facilities are in use pursuant to the Temporary Permit.
4. The applicant shall immediately take steps to shield and/or adjust any and all exterior lighting associated with the modular classroom facilities, so that these lights do not shine on adjacent properties.

It is so ordered this 20th day of February, 1996.



Phillip E. Grillo
Hearings Officer
Multnomah County

MEETING DATE: MAR 07 1996

AGENDA #: C-60

ESTIMATED START TIME: 9:30

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Director Custody Holds per ORS 426.215

BOARD BRIEFING: DATE REQUESTED: _____

REQUESTED BY: _____

AMOUNT OF TIME NEEDED: _____

REGULAR MEETING: DATE REQUESTED: _____

AMOUNT OF TIME NEEDED: Consent Calendar

DEPARTMENT: Community & Family Services DIVISION: Behavioral Health Program

CONTACT: Cathy Horey TELEPHONE #: 248-5464, ext 4447

BLDG/ROOM #: 166/6th Floor

PERSON(S) MAKING PRESENTATION: Consent Calendar Item

ACTION REQUESTED:

INFORMATIONAL ONLY POLICY DIRECTION APPROVAL OTHER

SUGGESTED AGENDA TITLE:

Resolution Authorizing Designees of the Mental Health Program Director to Direct a Peace Officer to take an Allegedly Mentally Ill person into custody.

3/7/96 copy to CATHY HOREY

SIGNATURES REQUIRED:

ELECTED OFFICIAL: _____

(OR) DEPARTMENT MANAGER: _____

Lorenzo Pae me

BOARD OF COUNTY COMMISSIONERS
MULTNOMAH COUNTY
OREGON
96 FEB 28 AM 9:25

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any Questions: Call the Office of the Board Clerk 248-3277 or 248-5222

BEFORE THE BOARD OF COMMISSIONERS
FOR THE COUNTY OF MULTNOMAH

In the matter of Authorizing Designees)
of the Mental Health Program Director)
to Direct a Peace Officer) Resolution
to Take an Allegedly Mentally Ill Person) 96-32
into Custody)

WHEREAS, if authorized by a county governing body, a designee of a mental health program director may direct a peace officer to take into custody a person whom the designee has probable cause to believe is dangerous to self or others and whom the designee has probable cause to believe is in need of immediate care, custody, and treatment for mental illness; and

WHEREAS, there is a current need for specified designees of the Multnomah County Mental Health Program Director to have the authority to direct a peace officer to take an allegedly mentally ill person into custody; and

WHEREAS, all the designees listed below have been specifically recommended by the Mental Health Program Director and meet the standards established by the Mental Health Division; it is therefore

ORDERED that the individuals listed below are hereby authorized as designees of the Mental Health Program Director for Multnomah County to direct any peace officer to take into custody a person whom the designee has probable cause to believe is dangerous to self or others and whom the designee has probable cause to believe is in need of immediate care, custody or treatment for mental illness:

Added to the list of designees are:

- Jodi Winnwalker (463-33-3723)
- Mary Denevan (361-30-7275)
- Constance Coleman (523-78-6009)
- Rachel Post (403-68-9278)
- Calliste Flynn (393-60-6662)
- Sheryl J. Owen (544-08-1143)
- Vicki Peloquin-Silvey (532-90-4994)
- Jennifer Stolz (015-38-5438)
- Sohyon Goldsmith (542-02-4695)

DATE: 17th of March, 1996



BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY,
OREGON

By Beverly Stein
Beverly Stein, Chair,

REVIEWED BY:
LAURENCE KRESSLER, COUNTY COUNSEL
FOR MULTNOMAH COUNTY, OREGON

By Katie Gaetjens
Katie Gaetjens, Assistant Counsel



MULTNOMAH COUNTY, OREGON

BOARD OF COUNTY COMMISSIONERS
BEVERLY STEIN
DAN SALTZMAN
GARY HANSEN
TANYA COLLIER
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: Ching Hay, Budget Analyst *CH*

DATE: February 21, 1996

REQUESTED PLACEMENT DATE: March 7, 1996

SUBJECT: Mt. Hood Cable Regulatory Commission's 1996-97 Proposed Budget

I. Recommendation/Action Requested:

Approval of Mt. Hood Cable Regulatory Commission's 1996-97 Proposed Budget.

II. Background/Analysis:

The Mt. Hood Cable Regulatory Commission (MHCRC) was created in February, 1993 by Multnomah County and the cities of Fairview, Gresham, Portland, Troutdale, and Wood Village for the purposes of:

- advocating for and protecting the public interest in the regulation and development of cable communications systems;
- monitoring and helping resolve cable subscribers' concerns; and,
- participating in the planning and development of future telecommunications technologies which make use of the public right of way.

The Commission annually submits its budget for approval by the County and cities.

III. Financial Impact:

MHCRC's 1996-97 operating budget increases by 4.5% from \$382,993 to \$400,184. They are implementing their office automation plan and getting some computers. MHCRC's budget is funded by a cost allocation formula found on page 14 of the proposed budget. Multnomah County's share was \$19,992 (5.2%) in 1995-96 and will be \$18,021 (4.5%) in 1996-97 due to an anticipated reduction in the number of cable subscribers.

Multnomah County's 1996-97 share of franchise fees is estimated to be \$78,256. After payments for MHCRC's operating budget, MCTV, and PCA, the County should receive about \$17,217 in cable franchise revenue, which goes to the County General Fund.

Franchise Fees	MHCRC	MCTV	PCA	County General Fund Fee Revenue
\$ 78,256	\$ (18,021)	\$ (35,146)	\$ (7,872)	\$ 17,217

- IV. Legal Issues:
MHCRC's budget has to be approved by the County and Cities of Fairview, Gresham, Portland, Troutdale, and Wood Village. Any jurisdiction could decline to approve the budget until it is satisfied with it.
- V. Controversial Issues:
None.
- VI. Link to Current County Policies:
NA
- VII. Citizen Participation:
MHCRC's budget was developed and evaluated by the MHCRC Administrative Standing Committee composed of citizen volunteers.
- VIII. Other Government Participation:
MHCRC's budget has to be approved by the County and Cities of Fairview, Gresham, Portland, Troutdale, and Wood Village. Any jurisdiction could decline to approve the budget until it is satisfied with it.

MT. HOOD CABLE REGULATORY COMMISSION

City of Fairview

City of Gresham

Multnomah County

City of Portland

City of Troutdale

City of Wood Village

**PROPOSED BUDGET
FISCAL YEAR 1996-97**

JANUARY 1996

COMMISSIONERS:

Alan Alexander III

Ernie Bonner

Peter Carlin

Barbara Rutherford Crest

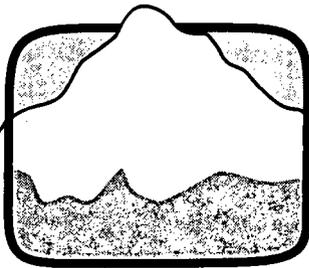
Larry Micohn

J. Dennis Quail

Stan Saunders

Jan Shearer

David C. Olson, Director



MT. HOOD CABLE REGULATORY COMMISSION

1211 SW Fifth Avenue, Room 1160 • Portland, OR 97204-3711

Phone: (503) 823- 5385 • Fax: (503) 823-5370

Serving Multnomah County and the Cities of Fairview, Gresham, Portland, Troutdale and Wood Village

MT. HOOD CABLE REGULATORY COMMISSION

FY 1996-97 PROPOSED BUDGET

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MT. HOOD CABLE REGULATORY COMMISSION

Overview

The Mt. Hood Cable Regulatory Commission (MHCRC) was created in February of 1993 by Multnomah County and the cities of Fairview, Gresham, Portland, Troutdale and Wood Village for the purposes of:

- advocating for and protecting the public interest in the regulation and development of cable communications systems;
- monitoring and helping resolve cable subscribers' concerns; and,
- participating in the planning and development of future telecommunications technologies which make use of the public right of way.

Each of the Commission member jurisdictions appoints citizen representatives to the Commission. Over the past year, these citizen appointees have committed hundreds of hours of volunteer time in order to fulfill the Commission's mission. They have attended over 25 Commission and standing committee meetings, kept abreast of issues of concern to their jurisdictions, presented information at city council and county commission meetings, and served as liaisons to Portland Cable Access and Multnomah Community Television. The Commission has addressed a variety of issues and engaged in many activities over the past year. A few of those are highlighted below:

Franchise Management and Consumer Protection

- Assisted in the resolution of 1,115 complaints from cable subscribers.
- Processed two requests for ownership transfers of franchise agreements: one from Paragon Cable to transfer its franchise to Time Warner, Inc, which affected nearly 120,000 subscribers east of the Willamette River to Corbett; and the second from Columbia Cable to transfer its franchise for Hayden Island to TCI, which affected about 700 subscribers. The Commission's recommendations regarding the transfers were unanimously adopted by all jurisdictions. The Commission ensured that Time Warner and TCI would fulfill all obligations of the franchises and reimburse the Commission for its costs to process the transfers.

East County Public Development Fund

- Under the Multnomah East franchise agreement, Paragon Cable was required to provide \$250,000 in order to fund capital for projects by public agencies and organizations to utilize the cable system's communications technology. The Commission funded projects, among others, which will help citizens have greater access to government information through an interactive electronic bulletin board; better coordinate traffic signals in East County; and improve distance learning opportunities for East County school districts.

Rate Regulation

- Developed rate orders and made necessary filings in FCC appeals and dockets which resulted in generally reduced subscriber rates for the past two years, and limited increases to the level of inflation in 1995.
- Won a significant ruling from the FCC which upheld the main elements of a 1994 Commission decision

in a TCI rate case that, when implemented, will result in substantial refunds to TCI subscribers.

Paragon Franchise Renewal Process

- Negotiated an agreement with Paragon for funding about 75 percent of anticipated expenses related to renewing Paragon's franchise agreements with all six Commission-member jurisdictions. The funding will assist the Commission in conducting a renewal process jointly among the six jurisdictions as a way to economize renewal-related expenses (such as technical and financial analysis) while not binding the jurisdictions to any particular outcome of the renewal process.
- Conducted an ascertainment of potential uses of cable-based technologies by various stakeholder groups throughout Multnomah County. The Commission will use the ascertainment results to develop public benefits for renewed franchise agreements with Paragon Cable. Stakeholder groups considered in the ascertainment included community and non-profit organizations, government agencies, schools, libraries, residential cable subscribers and non-cable subscribers.

1996-97 Commission Goals and Objectives

Since its inception in 1993, the MHCRC has engaged in a planning process in order to set goals and objectives, develop annual workplans, evaluate the Commission's organizational structure and operations, and anticipate future circumstances which might impact the Commission and its member jurisdictions. At its Fall retreat, the Commission established the following goals and objectives which provided direction to the Commission in developing its FY 1996-97 proposed budget.

Goal 1: *To effectively administer cable television franchise agreements in a way that provides consumer protection and serves our member jurisdictions.*

Objectives

- Conduct effective cable rate regulation which meets the spirit and intent of federal legislation and FCC rulemakings.
- Identify and address franchise compliance issues in response to, and when possible, prior to cable company actions.
- Provide consumer protection for citizens and subscribers in cable television matters by helping to resolve complaints and enforcing franchise compliance related to consumer issues.
- Develop updated customer service standards to forward to member jurisdictions for action in conjunction with Paragon franchise renewal.

Goal 2: *To negotiate cable television franchise agreements that serve the public interest and our member jurisdictions.*

Objectives

- Complete the renewal processes for the Portland and East Multnomah Paragon franchise agreements by December 1996.

- Complete the Time Warner/TCI transfer of ownership process within four months of notification.
- Complete the renewal process for the Multnomah County (westside) TCI franchise agreement by June 1997.

Goal 3: *To communicate, educate and respond in a timely and accurate manner to our jurisdictions, cable subscribers and the general public regarding telecommunications issues.*

Objectives

- Organize at least one meeting with other cable regulatory commissions and related agencies on regional and/or statewide telecommunications planning.
- Communicate with our six jurisdictions, at least quarterly, in order to maintain jurisdictional awareness of the Commission and to apprise them of telecommunications and franchise issues and options.
- Increase issuance of news releases and press contacts in order to increase Commission visibility and encourage citizen participation in the Commission and its activities.
- Produce a Commission informational brochure including mission, structure and services.

Goal 4: *To advocate for citizen and community access to and uses of current and emerging telecommunications technology.*

Objectives

- Promote use of the institutional network (INET) and other cable-based technologies by community institutions.
- Stay current with evolving technologies and plan for their potential impacts on our communities.
- Collaborate in advocacy efforts with other agencies and organizations at local, state and federal levels on behalf of our jurisdictions' and citizens' interests.
- Define the role of the Commission by December 1996 in promoting community and citizen access to current and emerging technologies.

Goal 5: *To operate the Cable Regulatory Office and the Commission efficiently and effectively.*

Objectives

- Provide context for Commission decisions through ongoing education about telecommunications issues.
- Increase Commissioners effectiveness through team-building and education about roles and responsibilities as appointed Commissioners.

- Develop an annual planning calendar by Fall 1996 which outlines an ongoing planning process to include goal setting, objective identification and prioritization, resource allocation and budget development, and evaluation of work programs.

1996-97 Budget Highlights

The major workload challenges for the MHCRC in fiscal year 1996-97 include:

- **Complete the Paragon Franchise Renewal.**

The Portland Paragon franchise expires in 1996 and the Multnomah East franchise expires in 1998. The Commission is engaged in a renewal process which involves extensive community, citizen and jurisdictional involvement. A recommendation for jurisdictional consideration on renewed franchise agreements is expected during FY 1996-97.

- **Develop and Implement Plan to Grant Annual Access Capital Funds.**

Under the proposed renewed franchise agreement, Paragon Cable will provide two percent of its gross revenues annually to support public, educational and governmental (PEG) uses of the cable system's technology. These funds will support two grant programs: the Access Capital Development Fund and the Access Corporation Capital Fund. The Commission will develop grant processes for annual distribution of these funds.

- **Oversee Major Upgrade of Paragon's Cable System.**

In order to ensure Paragon's upgrade of its cable system meets or exceeds public benefit obligations in its renewed franchise agreement, the Commission will have a major consultation role in designing and planning all phases of the cable system upgrade which is anticipated to begin by late 1996.

- **Conduct Technology Ascertainment of TCI System on Portland's Westside.**

Under TCI's franchise agreement, which serves nearly 30,000 subscribers on Portland's westside, the Commission may undertake an ascertainment to determine if TCI's cable system is adequately meeting community needs and interests. Based on the ascertainment results, the Commission may require TCI to upgrade its system technology. Since the system has not be upgraded since 1988, the Commission will conduct the ascertainment in 1996-97. The franchise allows the upgrade requirements to be triggered only in 1996-97 or in 2002.

- **Conduct a Review of the Intergovernmental Agreement which Created the MHCRC.**

When the Commission was created by intergovernmental agreement in 1993, the jurisdictions required that a review of the IGA be undertaken after the third year of operation. The Commission shall conduct such a review in 1996-97 and present its findings and recommendations to the jurisdictions.

- **Complete a Renewal Process for the Multnomah County (westside) TCI Franchise Agreement.**

The TCI franchise agreement with Multnomah County for cable service in the Sylvan/Dunthorpe area expires in 1997. In accordance with federal law, TCI initiated the three-year renewal process. The

Commission will conduct the renewal process which includes ascertaining community communication needs, reviewing the past performance of the cable company and negotiating a final franchise agreement for recommendation to Multnomah County.

- **Provide Leadership in Federal Legislation Advocacy and Participate in Telecommunications Planning**

The telecommunications landscape is rapidly changing, both technically and legislatively. The MHCRC and its staff is sought out, on national, state and local levels, as experts in telecommunications and cable television regulation. The Commission will continue to participate in efforts to develop telecommunications planning and policies for Oregon and to support national advocacy efforts to protect local government's ability to manage the public right of way.

- **Continue Rate Regulation Proceedings.**

The Commission will continue to implement rate regulation rules as defined by the Federal Communications Commission under federal law.

- **Evaluate and Improve Communications.**

The Commission has developed an outreach plan in order to increase the visibility of the Commission's mission and its services. It includes more consistent informational presentations to city councils and the county commission, increased availability of print materials and greater use of the community access channels.

Revenue and Expenditure Highlights

- **Revenue sources include:**

First, the Commission collects all cable television franchise fee revenue from Gresham, Troutdale, Fairview, Wood Village and Multnomah County. These revenues are projected at \$574,980 in FY 1996-97 or a 5% increase over FY 1995-96.

Second, the Commission administers the proceeds from the East Paragon Settlement Fund which totals approximately \$1.36 million. The Settlement Fund results from a 1989 payment by KBLCOM and Rogers Cablesystem to the Multnomah Cable Regulatory Commission (MCRC) for settlement of certain obligations of the East Multnomah Franchise Agreement, including operational support for Multnomah Community Television, production of locally-oriented programming (East Metro Edition) and the Program in Community Television at Mt. Hood Community College.

Third, all participating jurisdictions contribute a total of \$400,184 to the operation of the MHCRC as follows:

Fairview	\$ 4,487
Gresham	\$ 94,976
Multnomah County	\$ 18,021
Portland	\$265,432
Troutdale	\$ 13,881
Wood Village	\$ 3,387

The methodology for funding the operation of the Commission is based on the FY 1995-96 contribution from all jurisdictions plus an average of 4.5% which is the percentage increase of the jurisdictional contributions. Greater detail is available on the cost allocation worksheet which appears in Appendix One.

Fourth, the Commission will administer two new programs funded by 2% of the gross revenues of Paragon Cable: Access Corporation Capital and Access Capital Development.

Fifth, the Commission receives interest on its funds and beginning fund balance.

A detailed summary of the revenue sources is attached in Appendix One.

- **Expenditures**

Major expenditures included within this budget are: franchise fee payments to the jurisdictions; grant funds to Multnomah Community Television (MCTV) for access programming; grant payments to the Program in Community Television at Mt. Hood Community College; anticipated grant payments for the Access Corporation Capital Program and the Access Capital Development Program, and Cable Regulatory Office expenses.

The franchise fee payments to the jurisdictions are the total amount of fees collected for Gresham, Troutdale, Fairview, Wood Village and Multnomah County less the amount each jurisdiction contributes to MCTV and the Commission staff support expenses.

Cable Regulatory Office administrative expenditures have increased by 4.5% (excluding reimbursements) from the current year operating budget. A line item detail of all expenditures is attached in Appendix One.

MT. HOOD CABLE REGULATORY COMMISSION
Fiscal Year 1996-97
Financial Summary

RESOURCES	1993-94 Actual	1994-95 Actual	1995-96 Adopted	1996-97 Proposed
Beginning Balance	3,448,066	2,889,883	2,332,636	1,660,915
Balance carry over from prior year			1,853	
Cable Revenues				
E. County Cable Franch. Fees	591,956	530,507	547,601	574,980
Access Revenue-Annexed PDX	86,479	172,356	176,700	185,535
Portland Share of Admin. Bud. (less GF overhead)	172,078	172,068	215,560	224,298
Reimbursements from Cable Companies:				
Cable Sub.Surv.- Paragon & TCI (FY 93-94&94-95)		25,010	17,500	
Paragon Renewal Revenue		76,000	55,000	32,000
TCI Multnomah West		19,341	18,000	19,680
Interest	113,980	143,510	73,000	83,000
PEG Fund - TCI				10,000
PEG Fund - Paragon				500,000
Total Resources	\$4,412,559	\$4,028,675	\$3,437,850	\$3,290,408
REQUIREMENTS	1993-94 Actual	1994-95 Actual	1995-96 Adopted	1996-97 Proposed
EXPENDITURES				
Jurisdictional Payments	103,221	87,842	95,680	99,176
Jurisdictional Payment, FY 92-93 Fr. Fee Balance		41,167		
Mt. Hood Comm. College, (S.F.)	113,004	120,000	130,800	150,000
Multnomah Community TV - SP. ACCESS, (S.F.)	423,000	451,200	496,320	561,000
Access Payments, E. County	355,174	318,306	317,315	333,181
Annexed Portland	86,479	171,356	176,700	185,535
Multnomah Comm. TV , LO, (S.F.)	128,748	131,400	135,600	148,800
MHCRC Admin. Budget less PDX overhead	302,250	303,723	344,523	359,050
Reimbursable Expenditures:				
Cable Subscriber Survey	10,800	14,200	17,500	
Paragon Renewal		12,651	55,000	32,000
Paragon / Time Warner Transfer		31,862		
Multnomah County Pmt. (MHCRC Res. 94-8)		4,701		
PCA, 40% TCI Multnomah		7,631	7,497	7,872
PEG Fund Expenditures:				
Eng. Tec. Assist - TCI Ascrt.-TCI				10,000
Access Corporation Capital-Paragon				250,000
Access Capital Development-Paragon				250,000
Total Admin Budg. & Pass Through Pmts.	\$1,522,676	\$1,696,039	\$1,776,935	\$2,386,614
Unappropriated Balance	2,889,883	2,332,636	1,660,915	903,794
Total Requirements	\$4,412,559	\$4,028,675	\$3,437,850	\$3,290,408
Portland General Fund Overhead				\$41,134
Total Budget-Administration .and Pass Through, & Portland GF overhead (\$2,386,614 + \$41,134)				\$2,427,748

MT. HOOD CABLE REGULATORY COMMISSION
FISCAL YEAR 1996-97 PROPOSED BUDGET - LINE ITEM SUMMARY

<i>Expenditure Classification</i>	<i>Actual FY 93-94</i>	<i>Actual FY 94-95</i>	<i>Adopted FY 95-96</i>	<i>Request FY 96-97</i>
511000 Full-Time Employees	\$143,890	153,322	162,524	165,224
514000 Overtime	913	500	600	600
517000 Benefits	57,122	60,115	62,850	61,897
Total Personal Services	\$201,925	\$213,937	\$225,974	\$227,721
521000 Professional Services *	\$49,673	159,500	109,000	581,500
524000 Repair & Maintenance	695	1,700	1,700	2,252
529000 Miscellaneous Services **	1,211,699	3,676,880	1,362,232	1,487,898
531000 Office Supplies	709	1,000	1,200	1,231
532000 Operating Supplies	574	1,600	2,100	1,579
541000 Education	2,246	750	1,150	1,250
542000 Local Travel	0	600	1,000	1,026
543000 Out-of-Town Travel	6,206	1,900	3,650	3,650
549000 Miscellaneous	4,261	2,880	3,849	3,640
Total External Materials & Svcs	\$1,276,063	\$3,846,810	\$1,485,881	\$2,084,026
551000 Fleet Services	\$972	1,038	1,048	700
552000 Printing/Distribution	8,401	12,000	12,996	12,000
553000 Facilities Services	8,988	9,513	14,107	14,618
554000 Communications	6,021	4,675	4,312	4,450
555000 Data Processing	380	339	346	2,869
556000 Insurance	5,931	4,236	5,368	5,518
558312 Rate Regulation Legal Advice				4,000
Total Internal Materials & Svcs	\$30,693	\$31,801	\$38,177	\$44,155
Total Materials & Services	\$1,306,756	\$3,878,611	\$1,524,058	\$2,128,181
564000 Equipment	2,780	700	1,000	5,500
572101 General Fund Overhead Transfer	57,000	57,000	58,000	58,000
Contingency	3,303	5,997	6,372	8,346
Total Appropriation	\$1,571,764	\$4,156,245	\$1,815,404	\$2,427,748

Less Non-Admin. Exp. \$2,027,564
 Jurisdictional Share \$400,184

* 521000 Professional Services - Detail

** 529000 Miscellaneous Service - Detail

	<u>FY 96-97</u>		<u>FY 96-97</u>
Administrative Budget	39,500	Administrative Budget	2,334
Eng. Tech. Assist, TCI Acert.(TCI PEG)	10,000	Access Payment, Annexed Portland	185,535
Access Corporation Capital(Paragon PEG)	250,000	Access Payment, E. County	333,181
Paragon Renewal(Paragon PEG)	32,000	Settlement Fund Disbursement:	
Access Capital Development	250,000	Mt. Hood Comm. College(PCTV)	150,000
TOTAL	\$581,500	MCTV Special Access	561,000
		MCTV Local Origination	148,800
		Jurisdictional Payments; bal. fr. Franc	99,176
		<u>PCA, 40% of Mult. West</u>	<u>7,872</u>
		TOTAL	\$1,487,898
Non-Admin Total	2,027,564		

Lineitem

25-Jan-96

APPENDIX ONE
CABLE REGULATORY OFFICE
FY 96-97 BUDGET

CABLE REGULATORY OFFICE BUDGET
FY 1996-1997
Budget Narrative

Cable Regulatory Office administrative expenditures have increased by 4.5% (excluding reimbursements) from the current year's operating budget. A line item detail of all expenditures is attached. A three year history of expenditures and revenues for Cable Regulation is included for your information.

Budget Development Process

The detailed budget was developed and evaluated by the Administrative Standing Committee of the Mount Hood Cable Regulatory Commission (MHCRC).

Expenditures

The proposed budget provides increases as follows: personnel services (up only .8% or \$1,746 due to one position being funded at 93% instead of full-time), materials and services (up 5.6% or \$2,993 excluding expenditures for the Paragon Renewal and PEG Technical Assistance - these are funded by the cable companies), internal services (up 15.7% or \$5,978 due to office automation and an interagency with the City Attorney for rate regulation), and capital outlay (up 450% or \$4,500 due to implementing office automation plan).

Office Automation. The office automation plan calls for the purchase of two computers in FY 95-96 (from the City of Portland Utility Budget) and one computer and one server to set up a local area network (LAN) from the MHCRC Budget in FY 1996-97 . The MHCRC cost is \$6,629 (\$5,550 for capital and \$1079 for software and installation of the LAN). The upgrade will give the Cable Regulatory Office access to the Internet and e-mail, allow for a MHCRC web page, and more efficient use of staff time due to faster computers. The Cable Regulatory Office currently uses 386 computers, only two of which can provide access (extremely slow) to the Internet or E-mail. The City of Portland is moving towards providing Internet service at a low monthly fee for those agencies using a LAN system and allowing agencies to put up Web pages at a low cost.

The Proposed Budget provides for 3 full-time equivalent positions, associated materials and services, and overhead. The Office of Cable Communications and Franchise Management manages two programs: Cable Regulation and Utility Franchise Management. There are 5 staff positions within the Office. The equivalent of 3 full-time positions will focus on cable on behalf of the Commission with the other two full-time equivalent positions focusing on Utility Franchise Management (the Utility Franchise Management Program is funded by the City of Portland). The detail of the positions appears later in this Appendix.

Funding Allocation

All participating jurisdictions contribute to the operation of the Mt. Hood Cable Regulatory Commission which is staffed by the Office of Cable Communications and Franchise Management of the City of Portland. The Commission uses a funding methodology based on the FY 1994-95 cost allocation plus an average increase of 4.5% for each jurisdiction. A summary of the cost allocation worksheet is attached.

Revenues

The Cable Regulatory Office has five revenue sources: beginning balance, jurisdictional contributions based on the cost allocation methodology, funding by Paragon for franchise renewal costs, Access Corporation Capital and Access Development Capital, TCI grant technical assistance, and interest on cable fund balance.

cableofb.97

MT. HOOD CABLE REGULATORY COMMISSION

City of Portland
Multnomah County

City of Gresham
City of Fairview

City of Troutdale
City of Wood Village

FY 1996-97 Proposed Operating Budget CABLE REGULATORY OFFICE

Acct.	Title	FY 93-94 Actual	FY 94-95 Actual	FY 95-96 Adopted	FY 96-97 Proposed
5110	Full-Time Employees	143,890	156,697	162,524	165,224
5140	Overtime	913	790	600	600
5170	Benefits	57,122	56,801	62,850	61,897
Personal Services		201,924	214,287	225,974	227,721
5210	Professional Services	28,073	24,611	36,500	39,500
5240	Repair & Maintenance	695	1,326	1,700	2,252
5290	Miscellaneous Services	2,073	1,619	2,320	2,334
5310	Office Supplies	709	396	1,200	1,231
5320	Operating Supplies	574	1,742	2,100	1,579
5410	Education	2,246	670	1,150	1,250
5420	Local Travel		52	1,000	1,026
5430	Out-of-Town Travel	6,206	2,113	3,650	3,650
5490	Miscellaneous	4,261	3,271	3,849	3,640
External Materials and Services		44,836	35,800	53,469	56,462
5510	Fleet Services	972	596	1,048	700
5520	Print/Distribution	8,401	9,094	12,996	12,000
5530	Facilities Services @	8,988	10,901	14,107	14,618
5540	Communications Services	6,021	4,002	4,312	4,450
5550	Data Processing Services @	380	331	346	2,869
5560	Insurance @	5,931	4,236	5,368	5,518
558312	Rate Regulation Legal Advice				4,000
Internal Services		30,693	29,159	38,177	44,155
5640	Capital Outlay	2,780	664	1,000	5,500
TOTAL		\$280,233	\$279,911	\$318,620	\$333,838
Overhead/Indirect Costs		57,000	57,000	58,000	58,000
Tot. Budget Plus OH/Indirect Costs		\$337,233	\$336,911	\$376,620	\$391,838
Contingency		\$3,303	\$0	\$6,372	\$8,346
Total Jurisdictions' Share		\$340,536	\$336,911	\$382,993	\$400,184

MT. HOOD CABLE REGULATORY COMMISSION
 BUDGET REQUEST, LINE ITEM DETAIL

FY 1996-97

Line Item No.	Description		FY 95-96 Adopted	FY 96-97 Request
5110	Full-Time Employees			
	Director	0.5	36,679	37,166
	Dep. Director	0.5	28,417	29,252
	Financial Analyst	0.5	25,250	25,603
	Hearings Clerk	0.5	19,014	19,284
	Program Coordinator	1.0	53,164	53,919
	Total		\$162,524	\$165,224
5140	Overtime			
	Hearings Clerk		\$600	\$600
5170	Benefits			
	Director	0.5	12,488	12,333
	Dep. Director	0.5	11,418	11,009
	Financial Analyst	0.5	9,981	9,862
	Hearings Clerk	0.5	8,374	8,364
	Program Coordinator	1.0	20,590	20,329
	Total		\$62,851	\$61,897
	Personal Services, Total		\$225,975	\$227,721
5210	Professional Services			
	Eng. Tech. Assist.(Paragon Rebuild & TCI Tech. Ascrt) Commission Budget		3,500	10,000
	Grant Technical Assistance		10,000	5,000
	Financial Service(All Cable Franchises)		23,000	23,500
	Customer Survey(Paragon & TCI Franchise requirement)		17,500	0
	Annual Planning Retreat Facilitator			1,000
	Total		\$54,000	\$39,500
5240	Repair & Maintenance			
	Computer Hardware Maint.		1,400	1,944
	Typewriter		300	308
	Other			
	Total		\$1,700	\$2,252
5290	Miscellaneous Services			
	Temp. Clerical Suppt		1,800	1,800
	Courier Service, Federal Express, & UPS		520	534
	Total		\$2,320	\$2,334
5310	Office Supplies		1,200	1,231
5320	Operating Supplies,			
	Printer, Fax, & other supplies		1,100	1,129
	Software Upgrade		1,000	450
	Total		\$2,100	\$1,579
5410	Education			
	Computer Training		400	500
	Seminar/Conference Fees			
	NATOA, Regional & National		550	550
	ACM		200	200
	Total		\$1,150	\$1,250

Includes COLA
 @
 4.0%

MT. HOOD CABLE REGULATORY COMMISSION
BUDGET REQUEST, LINE ITEM DETAIL

FY 1996-97

Line Item No.	Description	FY 95-96 Adopted	FY 96-97 Request	
5420	local Travel	1,000	1,026	
5430	Out-of-Town Travel			
	NATO Regional	850	850	
	NATO National Conference	1,200	1,200	
	Public Technology Inc. Urban Telecommunications	800	800	
	Alliance for Community Media	800	800	
	Total	\$4,650	\$4,676	
5490	Miscellaneous			
	Memberships:			
	NATO	465	480	
	ACM	258	266	
	Parking; MHCRC & Customers	723	747	
	Subscriptions:			
	Multichannel News	385	385	
	Oregonian	72	74	
	Gresham Outlook	36	37	
	Cable Television Law	620	640	
	Cable TV Fact Book	500	0	
	Cable Monitor	300	300	
	Refreshments for MHCRC meetings	90	90	
	Community Media Review	100	100	
	MHCRC Web Page		120	
	Internet subscriptions-3	300	400	
	Total	\$3,849	\$3,640	
	Total, External M & S	\$70,969	\$56,462	
	Internal Service (Estimated)			
5510	Fleet Services	1,048	700	
5520	Print/Distribution	12,996	12,000	
5530	Facilities Services(Rent)(added 60% of \$7,106)	14,107	14,618	
5540	Communications Services:			
	Assigned Equipment	1,876	1,900	
	Long Distance	2,000	2,100	
	Cellular Phone	250	250	
	Telecommunication Service Charge	0		
	Gen. Svc. Overhead	186	200	
5550	Data Processing Services:			
	Service charge - Annual I/A	346	1,790	
	Network-one time installation and Software			Goes
	Groupwise-one time installation and Software			together
			1,079	
5560	Insurance/Worker's Comp.	5,368	5,518	
558312	Rate Regulation Legal Advice		4,000	
	Total, Internal Svcs(Estimated)	\$38,177	\$44,155	
	5640 Capital - Computer Hardware	1,000	5,500	
	Total	\$336,121	\$333,838	
	Overhead	58,000	58,000	
	Contingency 2.5% of Jurisdictions share	6,372	8,346	
	G. Total	\$400,493	\$400,184	
	Jurisdictions' Share	382,993	400,184	Jurisditional Percentage Increase 4.5%

COST ALLOCATION BY JURISDICTION

As in the current year, the Commission recommends that the cost allocation methodology be based on the FY 1994-95 allocation adjusted for September 1995 subscribership number plus an average increase of 4.5%. Next year staff will re-examine the cost allocation methodology due to expected large increases in subscribers in Fairview

<u>FISCAL YEAR 1996-97</u>			<u>\$382,993</u>		<u>\$400,184</u>	
<u>JURISDICTION</u>	<u>No. of Subs *</u>		<u>FY 95-96 Budget</u>	<u>FY 95-96 %%</u>	<u>FY 96-97 Request</u>	<u>FY 96-97 %%</u>
<u>Portland</u>	<u>116,417</u>		<u>\$254,030</u>	<u>66.3%</u>	<u>\$265,432</u>	<u>66.3%</u>
<u>E. County</u>	<u>No. Of Subs</u>	<u>Perc. Distr.</u>				
Gresham	21,060	70.5%	\$90,069	23.5%	\$94,976	23.7%
Multnomah Co.	3,996	13.4%	\$19,992	5.2%	\$18,021	4.5%
Troutdale	3,078	10.3%	\$11,516	3.0%	\$13,881	3.5%
Fairview	995	3.3%	\$4,144	1.1%	\$4,487	1.1%
Wood Village	751	2.5%	\$3,242	0.8%	\$3,387	0.8%
<u>E. County Total</u>	<u>29,880</u>	<u>100.0%</u>	<u>\$128,963</u>	<u>33.7%</u>	<u>134,752</u>	<u>33.7%</u>
<u>TOTAL</u>	<u>146,297</u>		<u>\$382,993</u>	<u>100.0%</u>	<u>\$400,184</u>	<u>100.0%</u>

MHCRC9697

MT. HOOD CABLE REGULATORY COMMISSION
Resources and Disbursements
FY 1996-97

Jurisdictions	Franchise Fees	Contribut. to Oper. Bud.	MCTV Payments	PCTV	Jurisdictional Payments	PCA
PORTLAND (Less Portland GF OH)*		224,298	185,535		N/A	
E. County Jurisdictions:						
GRESHAM	405,346	94,976	243,208		67,162	
MULTNOMAH CO.	58,576	18,021	35,146		5,409	
MULTNOMAH CO, TCI WEST **	19,680				11,808	7,872
TROUTDALE	58,576	13,881	35,146		9,549	
FAIRVIEW	18,744	4,487	11,246		3,011	
WOOD VILLAGE	14,058	3,387	8,435		2,236	
TOTAL	\$574,980	\$134,752	\$333,180	\$0	\$99,176	\$7,872
East County S.F. Disbursements: ***						
Grant, MCTV Access			561,000			
Local Origination, MCTV			148,800			
PCTV				150,000		
East Co. Settl. Fund Total	\$0	\$0	\$709,800	\$150,000	\$0	\$0
Non-Administrative Expenditures:						
Eng. Tech. Assistance: TCI Ascrt.(TCI PEG)		10,000				
Paragon Renewal		32,000				
Access Corporation Capital(Paragon PEG)		250,000				
Access Capital Development(Paragon PEG)		250,000				
TOTAL		\$542,001				
Grant Total	\$574,980	\$901,051	\$1,228,515	\$150,000	\$99,176	\$7,872

- * MCTV payment from Portland is subject to final approval by the Portland City Council
- ** Contribution of MHCRC for TCI West included in Multnomah County, line above.
- *** Detail, East County Settlement Fund

Total Disbursements	\$2,386,614
Portland Gen. Fund OH	\$41,134
Total	\$2,427,748

FY 96-97

Settlement Fund Balance	
Beginning Balance FY 95-96	2,295,361
Payments, FY 95-96	(762,720)
Estimated Interest , FY 95-96	73,000
Est. Balance as of July 1, 1996	\$1,605,641
Requirements: FY 1996-97	
MCTV Special Access, Reimbursement	561,000
MCTV LO, Reimbursement	148,800
PCTV, Reimbursement	150,000
Total	\$859,800
Estimated Interest FY 96-97	\$83,000
<i>Est. balance June 30, 1997</i>	<i>\$828,841</i>

APPENDIX TWO
MT. HOOD COMMUNITY COLLEGE
PROGRAM IN COMMUNITY TELEVISION
FY 1996-97 BUDGET

PCTV Budget Proposal 1996-97

		FY 94-95	FY 95-96		FY 96-97
		Actual	Budget	Year to date	PROPOSED
	Revenue [MCRC]	\$120,000.00	\$130,800.00	\$211,773.21	\$150,000.00
	Carryover	\$44,657.21	\$80,973.21		
2105	Sal. Instructor F/T	\$15,000.00	\$0.00	\$0.00	\$0.00
2111	Sal. Instructors P/T	\$5,000.00	\$14,004.00	\$2,812.95	\$15,000.00
2120	Sal. Instructor Summer	\$250.00	\$200.00	\$523.60	\$500.00
2409	Sal. Maint Tech	\$5,000.00	\$5,000.00	\$1,476.05	\$5,000.00
2900	Sal. Students	\$7,000.00	\$6,000.00	\$925.60	\$6,000.00
3000	Fringe-General	\$11,955.00	\$3,114.00	\$1,157.39	\$2,790.00
	PERSONNEL	\$44,205.00	\$28,318.00	\$6,895.59	\$29,290.00
4000	Supplies-Office	\$400.00	\$400.00	\$193.66	\$400.00
4005	Supplies-Graphic Serv.	\$500.00	\$500.00	\$28.64	\$500.00
4010	Supplies-instruction	\$5,000.00	\$3,000.00	\$2,049.47	\$3,000.00
4400	Education/Travel	\$1,000.00	\$2,000.00	\$742.07	\$3,000.00
4605	Cont. Serv - Personal	\$0.00	\$0.00	\$0.00	\$0.00
4645	Cont. Serv. - Phone	\$550.00	\$550.00	\$115.01	\$600.00
7000	Repair & Replacement	\$5,000.00	\$5,000.00	\$1,685.21	\$5,000.00
	SUPPLIES & SERVICES	\$12,450.00	\$11,450.00	\$4,814.06	\$12,500.00
8030	Capital Outlay	\$27,029.00	\$10,000.00	\$4,633.00	\$10,000.00
	CAPITAL	\$27,029.00	\$10,000.00	\$4,633.00	\$10,000.00
	total	\$83,684.00	\$49,768.00	\$16,342.65	\$51,790.00

FY 96/97 CTV budget proposal narrative 12/8/95

Revenue

MHCRC funding and un-expended funds from FY 94/95.

Personnel

these figures reflect an assumption that program courses can be covered with 36 instructional load credits a year of part time instruction. This brings working community television professionals into the instructional mix and holds down program costs by placing the program under the director of the Television Production Technology Program.

Supplies & Services

Supplies Office - Computer software upgrades and daily office supplies

Supplies Graphic serv - duplication and printing costs for the program .

Supplies Instruction -Production expendables, i.e. gells, gaffers tape, and lamps are a portion of the line item. Dues; Alliance for Community Media and the Assoc. of Independent Video & Filmmakers, subscriptions; Multichannel news and license fees to DeWolf Music make up the rest.

Travel - The ACM National conference is in Washington this year. Students and Program instructor will also attend ACM regional conferences and the Broadcast Educational Association Conference.

Repair & Replacement - replacement of old equipment is not anticipated however repair is a constant guessing game in a teaching facility. We continue a preventive maintenance program and this line item intended as insurance.

Capital

Production capability is absorbed as quickly as it is added. In the last year we've updated editing adding Hi8 sources machines. This year the Program will add new Hi8 field cam-corders, tri-pods, microphones and wireless systems to bring EFP system to a higher standard. With the awarding of a grant to connect the college and the cable companies fiber lines future planning is looking at costs to expand remote capabilities. The program is looking at putting together a multi-camera remote system to take advantage of this increased capability, a system suitable for on and off campus origination on to fiber.

APPENDIX THREE
PORTLAND CABLE ACCESS
FY 1996-97 BUDGET

**PORTLAND CABLE ACCESS TELEVISION
BUDGET PROPOSAL
FY-1996-97**

The following budget proposal seeks to maintain and improve Portland Cable Access's current level of service as a PEG Access provider for the City of Portland.

PCA has proposed a 4.5% increase in expenditures in the staffing and benefits portions. These line items represent about 72% of the operating budget and are adjusted to compensate for cost of living increases and to provide for further staffing needs.

There are a number of things that will impact the budget during the next fiscal year. On January 2, 1996 PCA's new Executive Director will be on board and will be providing PCA and its Board of Directors with new fiscal direction, program initiatives, and organizational goals and vision. PCA has also gone through a major Board restructuring process, bringing in both new and veteran Board members. Once a finance committee is established change in the current proposed budget is once again highly probable and expected.

PCA's Municipal department expects an increase in its workload during the next fiscal year by taking on the production of the **City Council Meetings**. This will impact PCA's budget in the area of staffing but moreso in the acquisition of a "mini-mobile" production unit. If the Municipal Department is to increase its services to both the City of Portland and Non-Profit Organizations, monies for new capital equipment acquisitions are imperative and must be planned for.

Despite the difficult transition of being without a permanent Executive Director for over a year, being short staffed, and rebuilding its Board of Directors, PCA continued to make television and put programs on its channels, serving its public, government, and educational constituencies. Municipal produced such programs as **Bottles & Cans For the Homeless**, **Cheap & Skinny Streets**, and **Leaf Composting**, while continuing its live series such as: **Elizabeth Furse Live**, **Heart of Portland**, **Metro Matters**, and **Metro Council Meetings** and others.

PCA's Teleconferencing services have been in demand and we have produced such programs as: **Medication Management Issues In Residential Care**, **Oregon Green Schools: Star Trash**, **Educating the Next Generation**, and others. Municipal has also recieved requests to do a series of tapings for the Mayors office and the Office of Neighborhood Associations. **Meet the Mayor**, **Portland's Critical Challenges**, and **Neighborhood Involvement Task Force Meetings** are the result of those requests.

Portland Cable Access Television seeks to continue to improve both services and quality of services as it moves forward into a new franchise era. New equipment, replacement for old equipment,

and repair, are both hurdles and challenges that PCA needs to deal with in order to move towards a "Community Media Center" model. This model seeks to allow users universal access to the information highway via both cable and computer.

PCA has recieved a verbal notice that it will be awarded all of its projects that were submitted to the Community Cable Access Capital Fund Program. A total of \$110,204.00 in equipment needs were requested by PCA. This ammount shows in the "projected revenue" document but has not been apporioned into the 1996-97 proposed budget. It is expected that upon the review of the proposed budget by the new Executive Director that the capital grant will be factored in at that time.

PROPOSED BUDGET - FY 06-07
12/14/06
PORTLAND CABLE ACCESS TELEVISION

BUDGETED AMOUNTS

ACCOUNT	GEN BUDGET	PROD	PROG	OUT/ VOL	TRAIN	GOVT	WILSON HIGH	NE FAX	NORTH FAX	BUDGET TOTAL
501 Salaries	109858	128055	135686	0	25628	65627	0	0	0	464784
511 Payroll Taxes	11376	13919	14953	0	2737	9188	0	0	0	52171
512 Pension Contributions	8785	9822	10479	0	2132	5983	0	0	0	37181
513 Med/Dent/Life/Ds Insurance	7625	12454	12455	0	3050	7625	0	0	0	43209
521 Employee Recruitment	500	0	0	0	0	0	0	0	0	500
522 Temporary Outside Help	0	0	14000	0	0	8000	0	0	0	22000
531 Training & Education - Staff	500	1500	1500	0	0	500	0	0	0	4000
532 Training & Education - Board	750	0	0	0	0	0	0	0	0	750
541 Local Travel	250	250	350	0	0	300	0	0	0	1150
542 Out of Town Travel	750	2000	750	0	0	750	0	0	0	4250
543 Hospitality	1000	500	0	500	0	500	0	0	0	2500
544 Board of Directors	500	0	0	0	0	0	0	0	0	500
601 Accounting	20000	0	0	0	0	0	0	0	0	20000
602 Legal	15000	0	0	0	0	0	0	0	0	15000
603 Computer Programming	500	500	500	0	0	0	0	0	0	1500
604 Other Professional Services	3500	0	0	0	0	0	0	0	0	3500
621 Janitorial Service	0	0	0	0	0	0	0	5833	0	5833
622 Security Service	0	0	0	0	0	0	0	1828	0	1828
623 Photographic Services	0	0	0	250	0	0	0	0	0	250
624 Data Processing	0	0	0	0	0	0	0	0	0	0
625 Other Outside Services	750	0	0	0	0	0	0	0	0	750
631 Electricity	0	0	0	0	0	0	0	11885	0	11885
632 Telephone	0	0	0	0	0	0	0	7837	0	7837
633 Other Utilities	0	0	0	0	0	0	0	2290	0	2290
641 Equipment Rental	750	0	0	0	0	0	0	0	0	750
651 Repair & Maint-Vehicles	0	1250	0	0	0	0	0	0	0	1250
652 Repair & Maint-Bldgs/Grounds	0	0	0	0	0	0	0	3000	0	3000
653 Repair & Maint-Equipment	0	9000	4000	0	0	0	0	0	0	13000
654 Other Repairs & Maintenance	0	1200	0	0	0	0	0	0	0	1200
661 Office Supplies	5000	0	0	0	0	0	0	0	0	5000
662 Video Tapes	0	3500	1500	0	0	3000	0	0	0	8000
663 Replacement Bulbs	0	5000	0	0	0	0	0	0	0	5000
664 Batteries	0	850	0	0	0	0	0	0	0	850
665 Small Tools & Equipment	0	3500	1500	0	0	500	0	0	0	5500
671 Printing & Duplication	1000	1500	500	2500	0	0	0	0	0	5500
672 Postage & Shipping	750	500	1000	1750	0	0	0	0	0	4000
681 Vehicle Expense	0	500	0	0	0	0	0	0	0	500
682 Computer Software	500	0	0	0	0	0	0	0	0	500
683 Dues & Subscriptions	1250	0	0	0	0	0	0	0	0	1250
684 Fees	750	0	0	0	0	0	0	0	0	750
685 Insurance	11779	8000	0	0	0	0	0	2686	0	22465
686 Property Taxes	0	0	0	0	0	0	0	0	0	0
687 Advertising	500	0	0	4500	0	0	0	0	0	5000
688 Miscellaneous Expenses	500	0	0	0	0	0	0	0	0	500
689 Bad Debt Expense	0	0	0	0	0	0	0	0	0	0
700 Interest Expense	0	0	0	0	0	0	0	21320	0	21320
702 Bank Service Charges	0	0	0	0	0	0	0	0	0	0
TOTAL CASH BASIS BUDG/EXP	204423	203800	199183	9500	33547	101851	0	58859	0	808953
FIXED ASSETS										
163 Building Improvements	0	0	0	0	0	0	0	0	0	0
164 Production Equipment	0	0	0	0	0	0	0	0	0	0
165 Programming Equipment	0	0	0	0	0	0	0	0	0	0
166 Office Equip, Furn & Fxrs	0	0	0	0	0	0	0	0	0	0
167 Vehicles	0	0	0	0	0	0	0	0	0	0
168 Leasehold Improvements	0	0	0	0	0	0	0	0	0	0
169 Intangible Assets	0	0	0	0	0	0	0	0	0	0
TOTAL FIXED ASSETS BUDG/EXP	0	0	0	0	0	0	0	0	0	0
252 Principal Payments - Mortgage	0	0	0	0	0	0	0	24613	0	24613
TOTAL BUDG/EXP	204423	203800	199183	9500	33547	101851	0	81272	0	833578

BUD06-07

PORTLAND CABLE ACCESS TELEVISION
BUDGET COMPARISON

ACCOUNT	92-93 BUDGET/SPENT	93-94 BUDGET/SPENT	94-95 BUDGET/SPENT	95-96 AMENDED BUDGET	96-97 PROPOSED BUDGET
501 Salaries	421257	396448	425481	466952	464764
511 Payroll Taxes	43936	36416	39249	41333	52171
512 Pension Contributions	30428	29341	28911	38316	37181
513 Med/Dent/Life/Dis Insurance	37779	35417	37080	44768	43209
521 Employee Recruitment	1209	500	13232	5490	500
522 Temporary Outside Help	13870	15000	18620	20000	22000
531 Training & Education - Staff	3928	5000	1074	4000	4000
532 Training & Education - Board	758	1500	880	750	750
541 Local Travel	755	1000	938	1150	1150
542 Out of Town Travel	7295	4324	6496	4250	4250
543 Hospitality	2476	2250	11393	2500	2500
544 Board of Directors	95	500	269	500	500
601 Accounting	30927	14000	16621	21000	20000
602 Legal	3261	3500	20131	3500	15000
603 Computer Programming	1455	250	95	1500	1500
604 Other Professional Services	3351	10000	7703	3500	3500
621 Janitorial Service	2930	2725	5562	4500	5833
622 Security Service	1875	1500	1004	1750	1828
623 Photographic Services	5	250	143	250	250
624 Data Processing	266	0	0	0	0
625 Other Outside Services	1335	0	1654	750	750
631 Electricity	10446	10000	11111	10000	11685
632 Telephone	8200	7500	6833	7500	7837
633 Other Utilities	2263	2225	1690	2225	2290
641 Equipment Rental	563	500	445	750	750
651 Repair & Maint-Vehicles	31	1500	143	1250	1250
652 Repair & Maint-Bldgs/Grounds	4793	2000	4362	3000	3000
653 Repair & maint-Equipment	7378	15000	12908	13000	13000
654 Other Repairs & Maintenance	2812	2000	1202	1000	1200
661 Office Supplies	5079	6000	4414	4000	5000
662 Video Tapes	5195	7000	6194	8000	8000
663 Replacement Bulbs	4488	5000	4348	5000	5000
664 Batteries	140	250	769	850	850
665 Small Tools & Equipment	6407	5000	6872	4500	5500
671 Printing and Duplication	6233	9500	5733	5500	5500
672 Postage and Shipping	4112	5500	3475	3000	4000
681 Vehicle Expense	281	500	251	500	500
682 Computer Software	0	0	360	500	500
683 Dues and Subscriptions	642	500	632	1250	1250
684 Fees	1063	750	1041	750	750
685 Insurance	23728	22485	20953	22485	22485
686 Property Taxes	0	0	0	0	0
687 Advertising	436	6500	4572	5000	5000
688 Miscellaneous Expenses	612	250	1637	500	500
700 Interest Expense	22797	21320	21605	21320	21320
702 Bank Service Chrgs.	234	0	1	0	0
TOTAL ACCRUED BUDG/EXP	726704	691181	781603	786819	808963
FIXED ASSETS					
163 Building Improvements	101411	1014	1250	0	0
164 Production Equipment	91785	50011	34051	0	0
165 Programming Equipment	3397	12323	30544	0	0
168 Office Equip, Furn & Fixtrs	64175	0	10928	0	0
167 Vehicles	0	0	0	0	0
TOTAL FIXED ASSETS BUDG/EXP	280766	63348	76773	5000	0
252 Principal Payments - Mortgages	3716	1920	24768	4500	24613
TOTAL BUDG/EXP	1011190	756449	863164	796119	833578

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PORTLAND CABLE ACCESS

1996-97 REVENUE SUMMARY

	96-97 PROJECTED <u>REVENUE</u>	95-96 PROJECTED <u>REVENUE</u>
FRANCHISE FEE REVENUE	\$ 717,442	\$ 665,479
TCI CAPITAL FUND	110,204	5,000
DELAUNAY CONTRACT	9,665	10,600
TAPE AND DISK SALES	5,500	5,000
SPECIAL PROJECTS	12,000	10,000
INTEREST - INVESTMENTS	80,000	75,000
METRO	<u>6,000</u>	<u>6,000</u>
TOTAL	\$ <u>940,811</u>	\$ <u>777,079</u>

The budget proposal is based on revenue projected for fiscal year 1996-97.

40% of the franchise fee revenue collected by the City from local cable operators is targeted for PCA funding per PCA's contract with the City of Portland. Interest income is from PCA's investments and miscellaneous income is from tape sales and duplications and special projects.

PORTLAND CABLE ACCESS
1996-97 BUDGET
LINE ITEM NARRATIVE

SALARIES: \$464,764 This category includes administrative staff (3 FTE), production and training (5 FTE), programming (4.5 FTE), municipal (3 FTE), engineering (2 FTE). This represents all full and part time staff.

BENEFITS: \$80,390 Benefits include pension contributions (8% of annual salaries) and premiums for group medical, dental, life and disability insurance.

PAYROLL TAXES: \$52,171 Payroll taxes include PCA's FICA contribution, worker's compensation insurance and unemployment insurance.

EMPLOYEE RECRUITMENT AND TEMPORARY OUTSIDE HELP: \$22,500 These categories include personnel recruitment and the use of outside contractors. Currently PCA contracts services for its Community Bulletin Board.

TRAINING AND EDUCATION - STAFF AND BOARD: \$4,750 These line items include funds budgeted for board and staff training and retreat expenses. Such training includes ongoing diversity training, computer training and fees associated with job related continuing education and conferences such as the national and regional alliance for Community Media.

LOCAL AND OUT OF TOWN TRAVEL: \$5,400 Local travel (\$1,150) provides reimbursement for employees called upon to use their own vehicles as part of their job. Out of town travel covers travel and accommodation costs for attendance at the national and regional Alliance for Community Media and the National Association of Broadcasters.

HOSPITALITY: \$2,500 Hospitality covers expenses associated with a portion of the annual volunteer recognition event and simple food supplies for shoots organized by PCA for volunteers.

BOARD OF DIRECTORS: \$500 This line item covers miscellaneous costs associated with the Board of Directors meetings and facilitation of PCA's annual planning meeting.

ACCOUNTING: \$20,000 Accounting covers the costs associated with PCA's annual audit, preparation and review of monthly investment and financial reports and monitoring and maintenance of fixed assets records and inventory.

LEGAL: \$15,000 Fees paid for legal services and counsel. Includes phone calls, administrative work, and attorney fees. PCA maintains separate counsel for both Non Profit Corporate Issues, and First Amendment Issues.

COMPUTER PROGRAMMING: \$1,500 This line item is intended to cover costs related to areas of programming upgrades.

OTHER PROFESSIONAL SERVICES: \$3,500 This line item provides funding for monitoring of investments by Progressive Securities.

SERVICES: \$8,661 These categories provide funding for janitorial services, security services, photographic services and miscellaneous outside services, i.e., sign language interpretation for hearing impaired persons.

UTILITIES AND EQUIPMENT RENTAL: \$22,742 Utilities include electricity, phone and line charges, water sewer, cable and rental of a postage meter.

REPAIR AND MAINTENANCE: \$18,450 These line items include costs associated with maintaining PCA's production truck, buildings and grounds, production and programming equipment and other repairs and maintenance applicable to operations.

OFFICE SUPPLIES: \$5,000 This line item provides office supplies associated with staff and Board.

VIDEOTAPES, REPLACEMENT LAMPS, BATTERIES AND SMALL TOOLS AND EQUIPMENT: \$19,350 These line items provide funds for acquisition of videotapes for programming, production/training and municipal programming (\$8,000), replacement lamps for studio instruments (\$5,000), batteries (\$850) and small tools and equipment required for production, programming and engineering (\$5,500).

PRINTING AND DUPLICATION: \$5,500 Printing and duplication includes costs associated with printing for all departments and the Board of Directors. It also includes costs associated with newsletters and programming guide information.

POSTAGE: \$4,000 Postage includes costs associated with administrative and departmental postage and mailing for the newsletter

OTHER EXPENSES: \$3,500 These categories include gas charges for the truck, dues and subscriptions, fees for membership, i.e., Alliance for Community Media, miscellaneous expenses and bank service charges.

INSURANCE: \$22,465 This category includes insurance premiums for vehicles, buildings, equipment, building, property and liability.

ADVERTISING: \$5,000 This line item includes costs associated with program promotion and PCA's annual volunteer recognition event.

INTEREST EXPENSE: \$21,320 This total includes interest expense for PCA's mortgage at 2766 NE Martin Luther King Boulevard.

FIXED ASSETS: \$24,613 This is the total for principal payments (\$5,388) on the mortgage at 2766 NE Martin Luther King Boulevard and a prepayment of 10% of the original principal balance (\$19,225).

PORTLAND CABLE ACCESS

JOB TITLES AND SALARY

FY 1995/96

GENERAL MANAGER	\$43,334 - 53,664
ADMINISTRATIVE COORDINATOR	\$21,055 - 26,873
FISCAL COORDINATOR	\$21,055 - 26,873
ENGINEERING COORDINATOR	\$29,817 - 38,056
MUNICIPAL PROGRAMMING COORDINATOR	\$24,881 - 30,438
OUTREACH AND VOLUNTEER COORDINATOR	\$21,055 - 26,873
PRODUCTION/TRAINING COORDINATOR	\$24,881 - 30,438
PROGRAMMING COORDINATOR	\$24,881 - 30,438
PRODUCTION TECHNCIAN	\$17,296 - 22,075
MASTER CONTROL TECHNICIAN	\$17,296 - 22,075
MUNICIPAL PRODUCTION TECHNICIAN	\$20,023 - 25,555
MUNICIPAL PRODUCTION ASSISTANT	\$17,296 - 22,075
ENGINEERING TECHNICIAN	\$20,023 - 25,555
SECRETARY/RECEPTIONIST	\$17,296 - 22,075

This represents a 3.2% cost of living increase approved by the Board of Directors, October 4, 1995 - effective July 1, 1995.

APPENDIX FOUR
MULTNOMAH COMMUNITY TELEVISION
FY 1996-97
ACCESS AND LOCAL ORINATION BUDGETS

1 December 1995

TO: Mt. Hood Cable Regulatory Commission
From: Rob Brading
Re: MCTV FY 1996-97 Budget

Following guidelines established by the MCTV Board, the MCTV management team began developing FY 1996-97 budgets in September. The attached MCTV FY 1996-97 PEG and LO Budgets were recommended by the MCTV Finance Committee at its November 14 meeting and approved by the MCTV Board at its November 15 meeting.

PUBLIC, EDUCATION AND GOVERNMENT ACCESS

Revenues

Projected PEG revenues from franchise fees have increased for FY 1996-97. Other funds come from the Settlement funds that come from the sale of the franchise from Rogers Cable to Paragon Cable. Revenues are also derived from interest, an administrative fee charged to LO programming for administrative services, and other sources, including special events and fees for services.

Expenditures

Significant changes in MCTV's PEG FY 1996-97 budget from FY 1995-96 include:

Reductions

- Consulting by 30%.
- Events by 60%.
- Rent, Utilities and Maintenance by 13%.
- Videotape by 46%.

Increases

- Dues and subscriptions by 26% due to increased support for national public policy efforts.
- Education and Training by 46% due to training needs of new staff as well as keeping up with rapid technological change.
- Printing by 63% due to adding program guide to montly newsletter.
- Repairs and Maintenance by 42% due to increasing age of equipment.
- Travel by 31%.

Personnel expenses will increase 1.5% in FY 1996-97. These expenses have been limited by streamlining administrative work and continuing to enlarge the role of self-directed work teams.

This budget also targets \$252,798, over 22% of FY 1996-97 revenues, for the MCTV endowment.

LOCALLY ORIENTED PROGRAMMING

Revenues

Projected LO revenues have increased for FY 1996-97 as has interest revenue due to increased interest rates.

Expenditures

Significant changes in MCTV's LO FY 1996-97 budget from FY 1995-96 include:

Increases

- Accounting based on actual expenditures for FY 1994-95.
- Personnel by 18.4% for staff position to replace contractor used for producing stories.
- Vehicle Maintenance by 25% due to increased age of vehicles.
- Repairs and Maintenance by 25% due to increased age of equipment.
- Production and Maintenance Equipment by 65.7% due to replacement of worn out equipment

Reductions

- Consulting by 71.4% from FY 1994-95 due to using contractors to produce stories which saves money by avoiding benefits costs. (See "Personnel" under Increases. Budget for FY 1995-96 reflects budget adjustment.)

MULTNOMAH COMMUNITY TELEVISION BUDGET OVERVIEW

Over the last three fiscal years, MCTV's operating expenses have increased by 8.0%. In that same period, the national CPI increased by 11.8% and the Portland CPI by 13.6%. The proposed MCTV budget for FY 1996-97 shows MCTV expenses increasing by 17% from the end FY 1991-92 while CPI projections for the same period increased almost 20%. The FY 1996-97 budget shows an increase of slightly more than 2% from the FY 1995-96 budget. (MCTV operating expenses for each fiscal year are shown on the last line of the attached line item budget.)

While MCTV has held expenses in line, programming has increased. Programming continues to increase and per program and per hour costs have dropped as community producers and MCTV staff found more efficient methods for producing programming.

MCTV will continue to save revenues to provide for community media services when the current franchise expires. A new line item, "9000, Endowment Fund" was added to the MCTV budget last year. When Rogers Cable sold the franchise to Paragon a Settlement Fund was created. These funds are designated for community television and may not be used for other purposes. The Settlement Fund was intended to be spent to 0 by the end of the franchise in 1998 but MCTV, anticipating the possibility of a drop in revenues in 1998, has saved a portion of its Settlement Fund revenue each year.

The Settlement Fund (referred to in the line item budget as "Access Support") has provided more than half of MCTV's annual revenues over the years. Because of changes in federal legislation, local franchising authorities are no longer able to require cable companies to provide operating expenses over and above franchise fees. The money saved has been placed in an Endowment Fund where it is generating revenue for future use. In the new franchise these funds will be used to continue to provide public, education and government community television services for the citizens and communities of East Multnomah County. Without these savings and the long-term revenue generated from them, the level and quality of community media services provided to East County residents and communities will be drastically reduced.

Proposed MCTV FY 1996-97 PEG Budget

	ACTUAL 1990-91	ACTUAL 1991-92	ACTUAL 1992-93	ACTUAL 1993-94	ACTUAL 1994-95	BUDGET 1995-96	PROPOSED BUDGET 1996-97
INCOME:							
Carry-Over							
4152 Access Support	\$ 359,500	\$ 370,000	\$ 407,000	\$423,000	\$451,200	\$ 496,320	\$ 561,000
4130 Franchise Fees, Multnomah	317,846	351,892	367,330	335,174	318,306	317,315	333,181
4140 Franchise Fees, Portland	62,618	61,898	122,535	118,257	160,245	176,700	186,535
4090 Interest	22,724	21,709	16,933	20,211	25,366	10,000	5,000
4270 Activity Fees/Fees for Service						18,000	5,000
4200 Other	10,994	25,857	5,100	7,324	10,527	10,000	15,000
4120 Administration-LO	23,400	24,600	25,000	20,000	20,000	20,000	20,000
4280 Building					158,548		
TOTAL OPERATING INCOME	\$ 797,082	\$ 855,956	\$ 943,898	\$ 923,966	\$ 1,144,192	\$ 1,048,335	\$ 1,125,716
Funds:							
Equipment Replacement Fund					\$ 172,072	\$ 172,072	
TOTAL INCOME					\$ 1,316,264	\$ 1,220,407	
EXPENSES:							
7020 Full-Time Salaries	\$ 231,766	\$ 275,067	\$ 325,645	\$ 380,142	\$ 398,825	\$ 417,793	\$ 437,871
7030 Part-Time Salaries	121,249	117,501	92,904	75,400	67,808	80,862	68,409
7050 Taxes & Fringe Benefits	82,616	91,222	96,742	102,024	111,602	119,677	121,507
Total Personal Services	\$ 435,631	\$ 483,790	\$ 515,291	\$ 557,566	\$ 578,235	\$ 618,332	\$ 627,787
6020 Accounting	\$ 2,438	\$ 3,086	\$ 3,462	\$ 4,278	\$ 5,391	\$ 5,500	\$ 5,800
6030 Books	481	504	230	700	184	615	400
6040 Cable Installations					0		
6041 Consulting	6,526	12,220	13,184	17,054	32,477	25,000	17,500
6051 Dues & Subscriptions	2,882	5,394	6,697	9,030	7,428	7,039	8,900
6060 Educational Program Acquisitio	275	0	1,785	1,710	475	3,325	1,750
6061 Education & Travel	13,679				0		
6061 Education & Training		9,560	12,214	12,725	10,304	7,515	11,000
6063 Ed. Tuition Reimbursement			189		0	250	200
6062 Business Meals/Related	882	1,259	2,111	1,754	1,986	1,250	1,400
6064 Events				605	365	2,500	1,000
6070 Food	6,916	2,996	7,938	4,961	6,173	4,360	5,000
6080 Graphics	329	1,670	1,580	1,431	0	1,375	1,250
6100 Insurance	24,542	25,453	24,313	25,976	31,807	29,767	33,397
6110 Janitorial	2,157	7,994	7,980	7,980	7,315	8,539	8,966
6130 Legal	4,430	7,993	25,440	9,466	2,354	12,500	12,500
6131 Local Travel & Mileage	3,051	4,651	3,297	2,552	3,676	3,005	3,800
6140 Maintenance Supplies	7,417	6,978	10,680	9,933	8,610	10,000	12,500
Transfer To LO		1,113					
6160 Office Supplies	6,447	7,362	5,210	6,361	6,235	7,500	7,000
6161 Operation Supplies	4,409	4,794	8,820	14,205	9,269	10,650	11,500
6170 Personnel Recruitment	1,779	11,962	2,554	651	2,485	1,000	1,000
6171 Phones	5,291	4,363	5,049	5,739	5,571	6,500	7,150
6172 Postage	6,249	5,713	7,992	7,828	8,764	9,000	9,500
6173 Printing	16,145	9,084	12,656	11,172	10,172	9,205	15,000
6174 Marketing/Promotion	3,352	5,923	6,747	7,264	7,851	7,500	7,500
6190 Repairs & Maintenance	4,414	7,579	2,265	6,288	5,202	6,700	9,500
6200 Rent, Utilities, Maintenance	19,959	17,992	17,494	21,922	21,216	26,753	23,202
6211 Travel		1,366	7,007	9,348	6,552	5,150	6,750
6230 Vehicle Maintenance	1,951	2,028	862	1,485	1,050	2,000	1,750
6231 Videotape	4,883	9,641	8,506	11,856	4,993	11,150	6,000
Total Materials & Services	\$ 150,884	\$ 178,678	\$ 206,262	\$ 214,274	\$ 207,905	\$ 225,648	\$ 231,215
8020 Building				\$ 0	\$ 220,290	\$ 0	
8030 Leasehold Improvements	4,843	27,480	0	0	0	2,500	\$ 2,500
8040 Office Equipment	8,794	6,167	14,607	3,516	1,413	2,500	2,500
8050 Office Furnishings	6,106	1,288	852	801	7,748	1,500	1,000
8060 Production & Maintenance Equi	31,984	48,968	38,465	11,221	10,950	5,000	7,916
Total Capital	\$ 51,727	\$ 83,903	\$ 53,924	\$ 15,538	\$ 240,401	\$ 11,500	\$ 13,916
9000 Savings to Endowment**						\$ 192,855	\$ 252,798
TOTAL OPERATING EXPENSES	\$ 638,242	\$ 746,371	\$ 775,477	\$787,378	\$1,026,541	\$ 1,048,355	\$ 1,125,716
Unexpended Balance:							
Equipment Replacement Fund*					172,072	172,072	
TOTAL EXPENSES					\$ 1,198,613	\$ 1,220,427	
Operating Expenses	\$ 638,242	\$ 746,371	\$ 775,477	\$ 787,378	\$ 806,251	\$ 855,480#	\$ 872,918##
*The Equipment Replacement Fund was started in FY 1991-92 to provide for MCTV's long term equipment needs. These funds have been transferred to the MCTV Endowment.							
**MCTV has created an Endowment to lessen the impact of possible funding cuts when the current franchise ends in 1998.							
#Projected Operating Expenses for FY 1995-96. ##Projected Operating Expenses for FY 1996-97.							

MULTNOMAH COMMUNITY TELEVISION
PUBLIC, EDUCATION AND GOVERNMENT ACCESS
FY 1996 - 1997 BUDGET
LINE ITEM EXPLANATION

INCOME:

4152 Access Support

A portion of settlement funds from the sale of Rogers Cable TV to Paragon Cable, invested by MCTV and taken from the MCTV endowment.

4130 Franchise Fees, Multnomah

5% of total gross revenue of Paragon Cable for the East Multnomah County system, of which MCTV receive 60%. The MHCRC receives the funds and passes through payments to MCTV. Income projections provided by Paragon Cable and the MHCRC.

4140 Franchise Fees, Portland

MCTV serves a portion of the east Portland Paragon Cable system regulated by the MHCRC. MCTV receives a 40% split of franchise fees in this area, with income projections provided by Paragon Cable and the MHCRC.

4090 Interest

Income projected based on current interest rates.

4200 Other

Tape duplication, refunds, tape sales, special events.

4120 Administration-LO

Pass-through payment made from the Locally Oriented Programming to budget to MCTV for administrative, engineering, and marketing and promotional services.

4270 Activity/Fees for Service

Monies raised from activity fees and charging for MCTV services.

FUNDS:

Equipment Replacement Fund

MCTV funds set aside to replace television equipment as it wears out. Over the years MCTV has extended the use of equipment beyond its anticipated life but eventually equipment will break down and have to be replaced.

EXPENSES:

Salaries compensate 20 full-time equivalent employees, including interns.

7020 Full-time Salaries

Salaries for full-time employees. Includes the following staff by department:

Administration	Salary Range
Executive Director	\$ 42,500
Director of Operations	\$ 22,506-34,778
Comptroller	\$ 18,907-27,602
Administrative Assistant	\$ 14,976-21,258
Playback	
Program Coordinator	\$ 18,907-27,602
Playback Operator/Programming Assistant	\$ 14,976-21,258

Community Development

Volunteer/Outreach Coordinator \$ 17,236-24,939

Engineering

Technical Manager \$ 24,544-37,315

Engineer \$ 17,236-24,939

Government & Education Programming

Municipal Producer \$ 16,099-23,046

Municipal Producer \$ 16,099-23,046

Educational Producer \$ 16,099-23,046

Public Access

Training Coordinator \$ 17,236-24,939

Production Specialist \$ 14,976-21,258

7030 Part-Time Salaries

Salaries for part-time employees. Includes the following staff by department:

Playback Operator Salary Range

Playback Operator .6 FTE \$ 8,986-12,755

Government Programming

Production Specialist .6 FTE \$ 9,659-13,828

Intern .4 FTE \$ 4,368- 4,674

Intern .4 FTE \$ 4,368- 4,674

Educational Programming

Production Specialist .4 FTE \$ 6,440- 9,218

Intern .5 FTE \$ 5,460- 5,843

Public Access

Production Specialist	.8 FTE	\$ 11,981-17,006
Production Specialist	.8 FTE	\$ 11,981-17,006
Production Specialist	.4 FTE	\$ 5,990- 8,503
Intern	.4 FTE	\$ 5,460- 5,843

7050 Taxes and Fringe Benefits

Figured as 24% of full- and part-time salaries. (Includes pension plan contribution, medical and dental insurance, life and disability insurance, employer-contributed FICA, Tri-Met tax, and state unemployment tax.)

6020 Accounting

Outside accounting services. Includes annual audit, on-going accounting support, and bank charges for Corporate Sweep Account.

6030 Books

Training books, videos, and other books.

6041 Consulting

Outside professional services except for accounting, legal, graphics, janitorial and equipment repair. Projected expenses include assistance with planning and facilitating for board retreat; upgrading computer software; meeting marketing and promotional objectives; pension plan administration; personnel issues; outreach strategies; time and equipment management for the public access department; advertising agency consultation for public access educational program, and development of ad campaign for government and education program departments.

6051 Dues and Subscriptions

Magazine and newspaper subscriptions, memberships in professional organizations.

6060 Educational Program Acquisition

Purchase, rental, or licensing fee for any acquired programming.

6061 Education and Training

Training and education for nine Board members and twenty-three employees. Includes costs for conferences, workshops, seminars.

6063 Education Tuition Reimbursement

Includes employer costs for MCTV tuition reimbursement policy.

6062 Business Meals/Related

Meals purchased for business-related purposes.

6064 Events

Speakers fees, facility rental and other costs associated with special events.

6070 Food

Food for volunteer crew members working on MCTV productions; for special volunteer recognition events.

6080 Graphics

Outside contract work for graphic services for print, video and promotional items.

6100 Insurance

Organization insurance including Workers' Compensation, Volunteer, Liability, (also includes property and auto), Excess Liability, Media Special Perils, Officers and Directors, Pension Board.

6110 Janitorial

Janitorial services (excluding those services provided by Mt. Hood Community College.)

6130 Legal

Attorney's fees, costs for legal filings.

6131 Local Travel and Mileage

Gas and parking for vehicles, employee mileage reimbursement.

6140 Maintenance Supplies

Materials used to maintain and install production, engineering and office equipment; parts used to construct items for production, playback and engineering.

6160 Office Supplies

Items less than \$100 that are not production-related and are primarily used in an office setting (e.g., pencils, paper, clipboards, bulletin boards.)

6161 Operating Supplies

Items less than \$100 that are production-related (e.g., adapters, duct tape, lamps.)

6170 Personnel Recruitment

Advertising for job openings and volunteer positions.

6171 Phones

Local and long distance phone charges, fax and phone line charges.

6172 Postage

Postage for all outgoing mail through Mt. Hood Community College, stamps, bulk mail postage (for newsletters and invitations to volunteer recognition events), Federal Express, UPS and other shipping, Ad-Mail for bulk mail preparation.

6173 Printing

Printing done outside including newsletter, invitations, handbook, forms, stationary, business cards.

6174 Marketing and Promotion

Includes advertising (except job openings), promotional item such as T-shirts and pins, decorations and entertainment for special events, marketing surveys and services.

6190 Repairs and Maintenance

Repair work done outside for production and office equipment; maintenance contract for office equipment.

6200 Rent, Utilities and Maintenance

Payments made to Mt. Hood Community College for building (includes utilities and College services.)

6211 Travel

Transportation for travel to regional and national conferences and seminars.

6230 Vehicle Maintenance

On-going maintenance and repairs for two vehicles.

6231 Videotape

Blank videotape (VHS, SVHS, 3/4", 3/4" SP.)

8030 Leasehold Improvements

Improvements to MCTV building such as mini-blinds, painting and carpeting.

8040 Office Equipment

Office equipment items in excess of \$100 such as computers, copiers, fax machines, phones, printers, etc. Includes software upgrades, RAM upgrades, new software, tape backup, scanner.

8050 Office Furnishings

Items in excess of \$100 such as chairs, desks, cabinets, bookcases, file cabinets, etc.

8060 Production and Maintenance Equipment

Items in excess of \$100 in production, playback and engineering.

9000 Endowment Fund

Funds set aside for use after the end of the current franchise in 1998.

Proposed LO Budget

	ACTUAL 1990-91	ACTUAL 1991-92	ACTUAL 1992-93	ACTUAL 1993-94	ACTUAL 1994-95	REVISED BUDGET 1995-96	PROPOSED BUDGET 1996-97
INCOME:							
LO Capital Carry-Over					\$ 5,326	\$ 12,635	
Operating Carry-Over						90,358	76,065
4153 Special Access Funding	\$ 117,000	\$ 123,000	\$ 129,000	\$ 128,748	\$ 131,400	135,600	148,800
4087 Interest Income	5,039	4,997	2,299	2,621	4,840	2,500	2,500
4200 Other/Fund Raising		1,113	500	532	3,220		
4155 Outside Contract Services				152			
4156 Capital (Equipment)	232,143			48,334			
TOTAL OPERATING INCOME	\$ 354,182	\$ 129,110	\$ 131,799	\$ 180,387	\$ 144,786	\$ 241,093	\$ 227,365
Funds:							
New Equipment					43,008		
Equipment Replacement Fund					59,985		
TOTAL INCOME					\$247,779		
EXPENSES:							
7021 Full-Time Salaries	\$ 27,452	\$ 52,858	\$ 69,566	\$ 77,329	\$ 62,444	\$ 76,819	\$ 87,223
7031 Part-Time Salaries	692	8,537	601	0			
7051 Taxes & Fringe Benefits	7,181	15,267	15,778	18,004	17,904	19,205	21,806
Total Personal Services	\$ 35,325	\$ 76,662	\$ 85,945	\$ 95,333	\$ 80,348	\$ 96,024	\$ 109,029
6020 Accounting		1,200	1,300	1,743	\$ 2,102	\$ 2,200	\$ 2,400
6022 Administrative-MCTV	23,400	24,600	25,000	20,000	20,000	20,000	20,000
6030 Books				14	0		
6041 Consulting	8,900	6,900		3,300	12,250	3,300	3,500
6051 Dues & Subscriptions	239	855	973	595	925	700	800
6061 Education & Travel	2,025	3,499	84	0	0	0	0
6061 Education & Training				13	180	0	0
6063 Ed/Tuition Reimbursement				0	0	200	200
6062 Business Meals/Related	19	144	153	75	20	75	75
Events					1,983	0	0
6070 Food	42	21		0	24	50	50
6080 Graphics	1,672			0	0	0	0
6100 Insurance	3,654	6,518	5,647	6,013	5,883	6,884	7,159
6110 Janitorial	455	1,690	1,560	1,560	1,430	1,615	1,696
6130 Legal	46	285		0	0	400	0
6131 Local Travel & Mileage	407	731	825	541	508	800	824
6140 Maintenance Supplies	1,318	758		0	0	100	100
6160 Office Supplies	1,446	625	406	255	565	600	650
6161 Operation Supplies	1,799	593	202	254	94	250	250
6170 Personnel Recruitment	598	196	418	0	251	200	200
6171 Phones	1,647	2,557	2,711	3,230	2,958	3,500	3,675
6172 Postage	32	79	127	95	167	125	200
6173 Printing	1,195	256	1,799	135	248	350	350
6174 Marketing/Promotion	82	315	103	349	95	1,000	1,000
6190 Repairs & Maintenance	674	343	268	1,282	846	1,000	1,250
6200 Rent, Utilities, Maintenance	7,115	8,387	8,819	9,059	8,895	10,020	10,521
6211 Travel				0	0	0	0
6230 Vehicle Maintenance	56	676	801	969	5	1,000	1,250
6231 Videotape	1,225	1,443	1,825	923	1,391	2,000	2,000
Total Material & Services	\$ 58,046	\$ 62,671	\$ 53,021	\$ 50,405	\$ 60,820	\$ 56,369	\$ 58,150
8130 Leasehold Improvements	\$915	\$0	\$0	\$0	\$0		
8140 Office Equipment	10,009	416	130	0	559	500	500
8150 Office Furnishings	4,298	0	125	0	0	125	500
8160 Production & Maintenance Equipment	100,436	46,534	1,877	1,827	306	12,010	20,935
Total Capital	115,658	46,950	2,132	1,827	\$ 865	\$ 12,635	\$ 21,935
TOTAL OPERATING EXPENSES	\$ 209,029	\$ 186,283	\$ 141,098	\$ 147,565	\$ 142,033	\$ 165,028	\$ 189,114
Operating Carry-Over:						\$ 76,065	\$ 38,251
New Equipment					43,008		
Equipment Replacement Fund					59,985		
TOTAL EXPENSES	\$ 209,029	\$ 186,283	\$ 141,098	\$ 147,565	\$ 245,026	\$ 241,093	\$ 227,365

MULTNOMAH COMMUNITY TELEVISION

FY 1996 - 97 LO BUDGET

LINE ITEM EXPLANATION

INCOME:

4153 Special Access Funding

Portion of Settlement Funds from the sale of Rogers Cable to Paragon.
Received from Mt. Hood Cable Regulatory Commission.

4090 Interest

Earned by DCIA and checking accounts and investments.

4200 Other

Tape duplication, refunds, special events, underwriting.

EXPENSES:

7021 Full-time Salaries.

Salaries for full-time employees. Includes the following staff:

	Salary Range
News Producer	\$16,099 - 23,046

7031 Part-time Salaries

Figure represents no part-time employees.

7050 Taxes & Benefits

Figured as 25% of full-time salaries. (Includes pension plan contribution, medical and dental insurance, life and disability insurance, employer-contributed FICA, Tri-Met tax, and state unemployment tax.)

6020 Accounting

Cost of annual audit.

6022 Administrative

Pass through to PEG MCTV for administrative, engineering and marketing and promotional services.

6030 Books

Training books, videos, and other books.

6041 Consulting

Annual community needs assessment.

6051 Dues and Subscriptions

Cable, magazine and newspaper subscriptions, memberships in professional organizations.

6061 Education and Training

Training and travel at industry conferences, seminars and workshops.

6062 Business Meals/Related

Meals purchased for business-related purposes.

6064 Events

Speakers fees, facility rental and other costs associated with special events.

6063 Education/Tuition Reimbursement

Staff tuition reimbursement.

6080 Graphics

Video and print services used in connection with promotional items.

6100 Insurance

Includes automobile, and equipment insurance and any additional insurance requirements in the Locally Oriented Programming agreement.

6110 Janitorial

Janitorial services.

6130 Legal.

Attorney's fees for consultation and advice.

6131 Local Travel and Mileage

Employee reimbursement for business-related mileage and parking.

6140 Maintenance Supplies

Supplies used to repair and maintain equipment.

6160 Office Supplies

Items that are less than \$100 that are not production-related and are used primarily in an office setting (e.g., pencils, paper, clipboards, bulletin boards)

6161 Operation Supplies

Items that are less than \$100 that are production-related (e.g., adapters, duct tape, lamps)

6170 Personnel Recruitment

Advertising for position openings.

6171 Phones

Includes regular and cellular service.

6172 Postage:

All outgoing mail, stamps, express services, parcel shipping and other shipping.

6173 Printing

Business cards and print promotial materials.

6174 Promotion

For print advertising and billboards.

6190 Repairs and Maintenance

Routine and emergency maintenance.

6200 Rent, Utilities and Maintenance

Rent, utility bills, garbage collection, alarm service.

6230 Vehicle Maintenance

Includes lube and maintenance for two vehicles.

6231 Videotape

Blank videotape (VHS, SVHS, 3/4", 3/4" SP).

8140 Office Equipment

Office equipment in excess of \$100 (e.g., computers, copiers, fax machines). Includes software upgrades, RAM upgrades, new software.

8150 Office Furnishings

Items in excess of \$100 (e.g., desks, chairs, cabinets, bookcases, files cabinets)

8160 Production and Maintenance Equipment:

Items in excess of \$100 for production, playback and engineering. Includes new cameras and switcher.

R3

PLEASE PRINT LEGIBLY!

MEETING DATE 3-7-96

NAME Pam Jensen

ADDRESS 1828 NE Hogan

STREET Gresham OR 97030

CITY Open Door Baptist Church ZIP

I WISH TO SPEAK ON AGENDA ITEM NO. R-3

SUPPORT _____ OPPOSE _____

SUBMIT TO BOARD CLERK

MAR 07 1996

Meeting Date: _____

Agenda No: R-3

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Local government Urban Growth Boundary Locational Adjustment comment on the Open Door Baptist Church petition to Metro.

BOARD BRIEFING Date Requested: March 7, 1996

Amount of Time Needed:

REGULAR MEETING Date Requested: March 7, 1996

Amount of Time Needed: 1 minute

DEPARTMENT: Non Departmental DIVISION: Commissioner Kelley

CONTACT: R. Scott Pemble TELEPHONE: 248-3182
BLDG /ROOM:412/Plan

PERSON(S) MAKING PRESENTATION: Bob Hall

ACTION REQUESTED

Informational Only Policy Direction Approval Other

Summary (Statement of rationale for action requested, personnel and fiscal/budgetary impacts, if applicable):

Metro Code provides for annual Locational Adjustment petitions to make minor amendments to the Urban Growth Boundary (UGB). Metro Code requires the local governments to comment on petitions within their boundary. The Open Door Baptist Church, situated in ^{up}incorporated Multnomah County and adjacent to the City of Troutdale has submitted a Locational Adjustment Amendment petition to Metro. The Church and private school have existed for 17 years. Surrounding the church/school is agricultural land. The County's primary concern is compatibility with agricultural use. Metro Locational Adjustment Amendment criteria requires Metro to consider this issue. The County may take one of the following positions: support, support w/ conditions, oppose, or neutral. I am recommending a neutral position since Metro will address our primary concern. 3/7/96 Copies to Bob Hall & Pam Jensen of Open Door Baptist Church

SIGNATURES REQUIRED: Door Baptist Church

Elected Official: Sharon Kelley

OR

Department Manager: _____

BOARD OF COUNTY COMMISSIONERS
MULTNOMAH COUNTY
96 FEB 23 PM 3:14



MULTNOMAH COUNTY OREGON

DEPARTMENT OF ENVIRONMENTAL SERVICES
DIVISION OF PLANNING
AND DEVELOPMENT
2115 S.E. MORRISON STREET
PORTLAND, OREGON 97214
(503) 248-3043

BOARD OF COUNTY COMMISSIONERS
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GARY HANSEN • DISTRICT 2 COMMISSIONER
TANYA COLLIER • DISTRICT 3 COMMISSIONER
SHARRON KELLEY • DISTRICT 4 COMMISSIONER

M E M O R A N D U M

TO: Multnomah County Board of Commissioners

FROM: R. Scott Pemble

TODAY'S DATE: February 28, 1996

**REQUESTED
PLACEMENT DATE:** March 7, 1996

SUBJECT: LOCAL GOVERNMENT COMMENT ON OPEN DOOR BAPTIST CHURCH UGB
AMENDMENT PETITION

I. RECOMMENDATION/ACTION REQUESTED:

Request Board adopt resolution notifying Metro the County has a "neutral" position on the Open Door Baptist Church Locational Adjustment petition, i.e. minor amendment to the UGB.

II. BACKGROUND/ANALYSIS:

Approximately seventeen years ago, Multnomah County approved a Community Service use for the Open Door Baptist Church located at 27710 SE Strebin Road. The approval allowed for both the construction of a school and church on the site. The church and school have been constructed and used for a number of years. At the time of approval, the County's primary concern was the impact on adjoining agricultural lands which border the site on the east, west and south sides. At the current level of use, both the church and school and agricultural uses have compatibility coexisted over the past years.

The Open Door Baptist Church has made an Locational Adjustment application to Metro requesting an amendment to the Urban Growth Boundary. The applicants indicate that they will request annexation to the City of Troutdale and will request hook-up to their public sewer and water system. (See attached application.)

The Metro Code allows Locational Adjustment petitions to be filed only once per year, by March 15th. The Metro Code further states that Locational Adjustment petitions require local governments state a position on these applications. Local government may choose to support, support with conditions, oppose or remain neutral on each petition.

One of the criteria among several Metro must consider when deciding on the petition is the compatibility of both existing and future urban uses on nearby agricultural uses. Multnomah

County has previously determined that the existing church and school use is compatible with nearby agricultural uses.

III. FINANCIAL IMPACT:

No known fiscal impact.

IV. LEGAL ISSUES:

Pursuant to the Metro code, local governments must make an official comment on petitions for minor amendments to the UGB in order for the application to be deemed complete.

Applications must be filed by March 15th each year.

V. CONTROVERSIAL ISSUES:

Recently, the Metro Council designated Urban Reserve Study areas. This area is not within one of the study areas. The Locational Adjustment process as provided by the Metro Code is not well timed with respects to the Urban Reserve analysis, part of the Metro 2040 work program. Moreover, the Locational Adjustment criteria does not include consideration of Urban Reserve areas. Metro will need to resolve these issues.

The City of Troutdale will forward to Metro comments about their ability to make service extensions. The extent of their concern is not known. Both the County's and Troutdale's comments will be considered by Metro. The County's comment, the existing use has been compatible with nearby agricultural uses.

VI. LINK TO CURRENT COUNTY POLICIES:

Consistent with existing comprehensive plan policy and zoning code provisions.

VII. CITIZEN PARTICIPATION:

The past County actions satisfied all county and state citizen involvement requirements. Metro's process for deliberating Locational Adjustment petition makes provision for citizen participation.

VIII. OTHER GOVERNMENT PARTICIPATION:

All affected local government service providers are asked to comment on Locational Adjustment petitions. Both the City of Troutdale and Multnomah County have been requested to comment.

4. If the locational adjustment requested were approved, would you seek annexation to (or de-annexation from) a city?

Yes, the City of Troutdale
 No

5. Does the property lie outside the Metro boundary?

Yes No

6. Description of properties included in the petition (list each lot individually and attach a copy of the appropriate tax assessor's map(s)):

a. Legal Description (Township, Range, Section, Lot):

(1) Section 01 1s 3e lot 900

(2) Section 01 1s 3e lot 800 (a portion of)

b. Acres:

7.44

c. Owner's Name and Address (Mark "Same" if same as petitioner):

Same

d. Improvements on Property (e.g., none, one single family dwelling, barn, gas station, etc.):

Church Facilities

Gym

Ball-field

Attach additional sheets as needed.

7. a. What sewerage facilities currently serve the property?

None, All Land is Vacant
 Package Sewage Treatment Plant
 Sewer Line to Public System
 Septic Tank

b. If septic tanks, have any septic tanks in the area failed?

Yes, (Explain: _____

_____)

No

8. a. How close is the nearest sewer trunk? 130 ft.

b. Where is the nearest sewer trunk located? SE Viewpoint Drive

9. a. Are additional sewer trunks for the area planned?

Yes No

b. If yes, how close to the property and where would the planned sewer lines run? _____

10. How is water provided to the property?

Private Well

Inch Water Line Provided by _____ (city or water district)

No Water Provided

11. a. How close is the nearest water main? 0 ft.

b. Where is the nearest water main located? Strebin Road

12. a. Are additional water mains for the area planned?

Yes No

b. How close to the property and where would the planned water lines run? _____

13. Give local plan classification for all roads bounding the property, and list any other adjacent transportation services or facilities. _____

Strebin Road is classified as a local street.

14. Are there any natural or man-made boundaries to development running along or near your property (rivers, cliffs, etc.)?

_____ Yes (Describe: _____)

_____ Mark location on assessor's map or attach other map or photo.

X No

15. What is the local comprehensive plan designation of the property? Exclusive Farm Use

16. What is the current local zoning designation? C-S (Community Service)

17. Does the comprehensive plan identify any natural hazards in this area?

_____ Yes (Describe and explain applicable comprehensive plan policies) _____

X No

18. Does the comprehensive plan identify any natural, cultural or historic resources in this area?

_____ Yes (Describe resources and explain applicable plan policies) _____

X No

19. Are there any agricultural lands (Class I-IV soils) present on the property or adjoining the property which are designated by the applicable comprehensive plan for farm or forest use?

x Yes (Describe type, location and acreage): Approximately 7.5 acres
 adjoining the parcel is farm use. (EFU)

No

20. a. Is the property or a portion of the property identified as open space, natural area or the equivalent in a city or county comprehensive plan, or in Metro's natural area and open space inventory?

Yes X No If Yes, how many acres? _____

b. How many acres included in the petition will be placed in an open space, parks, or equivalent designation? 0 Acres

c. What public agency will accept the natural area land? _____

21. How do you plan to develop the property if your petition is approved, and what zoning designation would apply?

Property is already developed as church and private school.
 Property is zoned community service. (C-S)

22. Has the local government, subject to this petition being approved, provided any conditional zoning for the land area?

Yes (Please explain.) _____

X No

23. On a separate sheet of paper, please discuss how approval of your petition would comply with each of the applicable standards from Metro Code 3.01.35, Locational Adjustment Procedures. Only petitions found consistent with these procedures may be approved.

Attached

24. Petitioners Signatures

I/WE THE UNDERSIGNED HEREBY PETITION METRO TO ADD TO/REMOVE FROM THE URBAN GROWTH BOUNDARY THE PROPERTY DESCRIBED HEREIN.

SIGNED,

<u>Name</u>	<u>Tax Lot</u>	<u>Date</u>
 - PASTOR		

Metro staff will use the information received from this petition, the local government and other sources as needed, to prepare a staff report for the Hearings Officer listing major issues and questions on whether the applicable standards have been met. You and other parties may then submit any additional testimony in support of or opposition to the petition at the hearing. The Hearings Officer will then weigh the testimony received and submit the findings and recommendations to the Metro Council for action.

erb
t:\gm\ugb\petition.loc
10/27/94

3.01.035
Locational Adjustment Standards

Item 23

- 1) With a locational adjustment to the UGB, petitioner can seek annexation to the city of Troutdale and would then benefit from efficiency improvements in the following ways.
 - a) Water will be changed from private well to Troutdale City water line.
 - b) Sewerage will be changed from a septic tank and drain-field to a connection to Troutdale City sewer system.
 - c) Petitioner will continue to use existing storm drain catch basin and ditch which are near the North East corner of the site.
 - d) Fire protection will continue to be served by Gresham Fire District 10.
 - e) Police protection will be changed from Multnomah Co. to Troutdale City which is closer.
 - 2) This is an 8.1 acre parcel of land surrounded on the South, East and West by farm land and on the North by the city of Troutdale. The land has maximum efficiency in it's use for Church and Private School purposes.
 - 3) The major consequence in this locational adjustment will be social, rather than environmental, energy, economic or other. Social consequences will be a Church and Private School ready to grow and serve the needs of the community.
 - 4) This parcel has a C-S (Community Service) designation approved by Multnomah County.
 - 5) Compatibility of the proposed locational adjustment will not in any way impact agricultural activities. Property has been a Church and Private School at this location for 17 years and will continue as such in the future.
- F)
- 2) We believe the proposed locational adjustment to the UGB to be superior for the following reasons.
 - a) The parcel is served primarily by the City of Troutdale due to it's adjacent location.
 - b) Our postal address is Troutdale.
 - c) A large part of our members and students live in Troutdale.
 - d) We are listed in the phone directory as Troutdale.

248

SWEETBRIAR

CO. RD. 484

500
27.62 AC.

RD.

27

SEE MAP
IS 3E IDC

VIEWPOINT
DR.

S.E. 46TH AVE.

48TH PL.

LOT 4 22.00

ELY S.E. COR.
D.L.C. 50

SEE MAP IS 3E 1

FUTURE MAPPING AREA

(RD. 423) STREBIN

RD. 636

RD.

700
8.48 AC.

N.W. COR.
LUTHER D.
D.L.C. 49

MORGAN
900
1.77 AC.

1100
15.26 AC.

N.E. COR.
D.L.C. 49
1200
3.51 AC.

SEE MAP IS 3E 1C

800
12.25 AC.
800 A1
800 A2

SEE CS 3302

SEE CS 39131
40821
45052

676,000

APPROX.
1/4 COR.

1,518,000

1000
2.03 AC.

IS 3E 1D
TROUTDALE

SEE MAP IS 3E 12A

39.09 Ac

10'
90 Ac.

154

north



CASE:..... CS 04-88
SITE IDENT:..... Tax Lots 58 & 61
LOCATION:..... SE 1/4 Sec 1, TLS, R3E
SZM's SHOWN:..... 598 & 604 (FE Zone Bk)
MAP SCALE:..... 1 inch to 200 feet
BASE MAP:..... 1987 County Assessor

'11'
12.84 Ac

UF-20

EFU

'27'
39.09 Ac

100'
'2'
223A

40

S E STREBIN ROAD

'18'
48 Ac.

EFU

661.84' E

224'
HW COR
L.D. MORGAN E.L.C.

Tax Lot 61
EFU, CS

8.1
Acres

EFU

'63'
15.26 Ac

Tax Lot 58
EFU

958.70

Sectional Zoning Map Number 598

Sectional Zoning Map Number 604

Sectional Zoning
Map Boundary

EFU, CS

'172'

2.03 Ac.

assessed in Sec 12

500'

175'

200'

'2'
18.36 Ac

1784.6' 533'

293.8

EFU

EFU

170
20.07 Ac

'9'
20.39 Ac

BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

Comment on a locational adjustment to the)
Metro Urban Growth Boundary (UGB))
requested by the Open Door Baptist Church,)
Troutdale, Oregon.)

RESOLUTION
96 - 33

WHEREAS, The Metro Code makes provision for Locational Adjustments and Major Amend-
ments petitions to the regional urban growth boundary (UGB) once each year on March 15th; and,

WHEREAS, The Metro Code requires the local governing body to comment on all petitions
involving land within their jurisdiction; and,

WHEREAS, The Open Door Baptist Church has a church and private school built on a 8.1 acre
parcel located at 27710 SE Strebin Road, an unincorporated area in Multnomah County adjacent to the City of
Troutdale boundary; and,

WHEREAS, The land adjacent to the subject site is designated for Exclusive Farm Use (EFU)
except for urban lands within the City of Troutdale situated to the north; and,

WHEREAS, The Open Door Baptist Church and school have been served by private septic
tank/drainfield and water well for the last seventeen (17) years and desire City of Troutdale public water and
sewer service; and

WHEREAS, Multnomah County's primary concern associated with the Open Door Baptist
Church and school petition are future impacts on adjacent and nearby EFU uses; and,

WHEREAS, The Metro Locational Adjustments criteria require compatibility determination
with nearby agricultural activities of the proposed urban use;

THEREFORE BE IT RESOLVED the Multnomah County Board of Commissioners is neutral
on the petition for the Open Door Baptist Church and school given Metro will consider the County's primary
concern as part of their Locational Adjustments criteria.



APPROVED this 7th day of March, 1996

By Beverly Stein
Beverly Stein
Multnomah County Chair

REVIEWED
LAURENCE KRESSEL, COUNTY COUNSEL
for MULTNOMAH COUNTY, OREGON

By Sandra N. Duffy
Sandra N. Duffy, Chief Assistant Counsel

MEETING DATE: MAR 07 1996

AGENDA #: R-4

ESTIMATED START TIME: 9:50

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Resolution to Adopt the Multnomah County Strategic Plan for Information Technology

BOARD BRIEFING: DATE REQUESTED: _____

REQUESTED BY: _____

AMOUNT OF TIME NEEDED: _____

REGULAR MEETING: DATE REQUESTED: March 7, 1996

AMOUNT OF TIME NEEDED: 15 minutes

DEPARTMENT: Environmental Services DIVISION: Administration

CONTACT: Betsy Williams TELEPHONE #: 248-5012
BLDG/ROOM #: 412/206

PERSON(S) MAKING PRESENTATION: Betsy Williams

ACTION REQUESTED:

INFORMATIONAL ONLY POLICY DIRECTION APPROVAL OTHER

SUGGESTED AGENDA TITLE:

Resolution in the Matter of Accepting the Multnomah County Strategic Plan for Information Technology (IT), Commending the Strategic Planning for Information Technology Team, and Adopting Strategic Goals, Policies and Objectives for Multnomah County IT

3/7/96 copy to Betsy Williams

SIGNATURES REQUIRED:

ELECTED OFFICIAL: _____
(OR)
DEPARTMENT MANAGER: *Larry C. Wickham*

BOARD OF COUNTY COMMISSIONERS
96 FEB 26 AM 9:58
MULTNOMAH COUNTY OREGON

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any Questions: Call the Office of the Board Clerk 248-3277 or 248-5222



MULTNOMAH COUNTY OREGON

DEPARTMENT OF ENVIRONMENTAL SERVICES
2115 S.E. MORRISON
PORTLAND, OREGON 97214
(503) 248-5000

BOARD OF COUNTY COMMISSIONERS
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GARY HANSEN • DISTRICT 2 COMMISSIONER
TANYA COLLIER • DISTRICT 3 COMMISSIONER
SHARRON KELLEY • DISTRICT 4 COMMISSIONER

MEMORANDUM

To: Board of County Commissioners
From: Betsy Williams *Betsy Williams*
Date: February 23, 1996

REQUESTED PLACEMENT DATE: March 7, 1996

RE: RESOLUTION TO ADOPT THE MULTNOMAH COUNTY STRATEGIC PLAN FOR INFORMATION TECHNOLOGY

I. Recommendation/Action Requested:

Approval of Resolution to Adopt the Multnomah County Strategic Plan for Information Technology.

II. Background/Analysis:

The 1994/95 Multnomah County adopted budget included funding to develop a strategic plan to guide the future management, acquisition and use of information technology. Under current County ordinance, the Data Processing Management Committee (DPMC) is charged with the responsibility for policy direction for data processing and telecommunications in Multnomah County; and the DPMC appointed a Countywide team, the Strategic Planning for Information Technology team (SPIT), to develop the strategic plan. SPIT was comprised of representatives from each of the County's departments, the Board, the District Attorney and the Sheriff, as well as two outside experts in the information technology field.

The Multnomah County Strategic Plan for Information Technology is the product of SPIT's year-long planning process. In the course of developing the plan, SPIT conducted two Countywide retreats, involving over 200 County employees, to solicit input on a County vision, goals and objectives for the use of information technology in Multnomah County. In addition, SPIT held two work-sessions with the BCC; attended IT conferences; toured area businesses to observe first-hand successful implementation of various new technologies; and read extensively about current issues and innovations in the area of information technology.

III. Financial Impact:

The potential cost for implementation of the Strategic Plan for Information Technology is great. The plan identifies a variety of approaches that the County might consider to fund plan implementation over time, contained in the Funding Objectives section of the plan. Specifically, the 1996/97 proposed budget includes partial implementation of the "flat fee" concept for acquisition of personal computers and software.

IV. Legal Issues:

Implementation of portions of the Strategic Plan will require the repeal of Ordinances 511 and 671, to dissolve the Data Processing Management Committee.

V. Controversial Issues:

None.

VI. Link to Current County Policies:

The goals and objectives of the Strategic Plan are consistent with several County benchmarks, in particular those related to Good Government. In addition, this plan supports the RESULTS Roadmap.

VII. Citizen Participation:

Two outside experts participated as members of the planning team. In addition, Citizen Involvement Committee representatives were invited to both Countywide retreats. The Strategic Plan has also been reviewed by both the DES Citizen Budget Advisory Committee and the Central Citizen Budget Advisory Committee.

VIII. Other Government Participation:

During the course of development of the plan, many contacts were made with other local jurisdictions, including Portland Public Schools, the State of Oregon, Metro and the City of Portland; and staff from other jurisdictions were invited to participate in the Countywide retreats and review drafts of the plan during its development. The City of Portland has recently embarked on its own strategic planning process for information technology, and coordination of the County's plan with the City's will be critical to the success of both.

BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

In the Matter of Accepting the Multnomah County)
Strategic Plan for Information Technology (IT),) RESOLUTION
Commending the Strategic Planning for Information) 96 - 34
Technology Team, and Adopting Strategic Goals,)
Policies and Objectives for Multnomah County IT)

WHEREAS, the Multnomah County Board of Commissioners directed that the Data Processing Management Committee (DPMC) develop a comprehensive plan to provide strategic direction to the County's management, acquisition, and use of information technology; and

WHEREAS, the DPMC appointed a team of County employees and outside experts, the Strategic Planning for Information Technology team (fondly known throughout the County as SPIT) to develop this plan; and

WHEREAS, SPIT employed a strategic planning approach that included the following elements:

- **Broad-based representation** of all functional areas of Multnomah County, including a cross-section of County employees and elected officials.
- **A phased process** for plan development, including development of a Countywide **vision, values, strategic goals, five-year objectives, and guidelines for implementation.**
- Extensive **self-education** of the project team, including a variety of current reading materials on information technology, visits to area businesses to observe the successful implementation and use of new technologies, attendance at several IT-related conferences, and expert guest speakers.
- Use of **continuous quality improvement** tools and techniques to identify issues and problems, generate and evaluate alternative solutions, and develop group consensus on the best alternatives for Multnomah County.
- Adoption of the following underlying **philosophies** as guidelines to development of the plan:
 - a) **Support the strategic direction** of the County.
 - b) **Strive for the good of the entire County**, while balancing the interests of operating departments.
 - c) **Focus on customer service.**
 - d) **Achieve fiscal responsibility.**
 - e) **Integrate services.**
 - f) **Build consensus** for decision making, to secure organizational commitment to the plan.
 - g) **Focus on the future.**

WHEREAS, during their year-long planning process, SPIT identified several problems and issues to be addressed by the strategic plan. These include the following:

- **Inadequate infrastructure** to establish internal and external connectivity;
- **Internal inefficiencies**, including excess and unnecessary paper documentation;
- **Increasing customer expectations** for more efficient and accessible government services;
- **Inadequate training and technical support** for County employees to effectively perform their jobs;
- **A proliferation of systems that don't "talk" to each other** and are expensive to maintain;
- **Lack of effective coordination** among County programs and external partners;
- **Disparity in job classifications and pay** for IT positions across the County;
- **Lack of clear direction** for County information technology;
- **Inadequate and disparate funding levels** for IT in the County;
- **Confusion about roles and responsibilities**;
- **Lack of capacity** in significant technologies, such as GIS, imaging, kiosks and others; and
- **Duplication of effort** in the collection and management of data; and

WHEREAS, the Data Processing Management Committee has reviewed and approved the strategic goals, five-year objectives, and guidelines for implementation contained in the Multnomah County Strategic Plan for Information Technology, as developed by the Strategic Planning for Information Technology Team; and the DPMC has recommended that the Board of Commissioners adopts the goals and objectives contained in this plan;

NOW, THEREFORE, BE IT RESOLVED by the BOARD OF COUNTY COMMISSIONERS as follows:

1) The Board of County Commissioners **accepts the Multnomah County Strategic Plan for Information Technology, and commends the Strategic Planning for Information Technology Team and the Data Processing Management Committee** for their excellent work in developing this plan.

2) The Board of County Commissioners **adopts the following strategic goals**, as recommended in the strategic plan, as guiding principles for future County decisions regarding the management, acquisition and use of County information technology:

- Improve access to County information to the public, County employees and other public and private agencies through a cost-effective, widely available electronic infrastructure.
- Improve the quality of service delivery to the public through the effective use of IT.
- Improve public involvement in County processes that formulate County ordinances, policies and budget priorities through the use of information technology.
- Improve the quality of County decision making by making current and accurate data and information available through the use of information technology.

- Improve the efficiency and effectiveness of internal County business processes through the effective use of information technology.

3) The Board of Commissioners **adopts the policies for information technology**, as specified in the Policy Objectives section in the Strategic Plan. These policies provide the ideological framework for the rest of the objectives identified in the plan and for the use of data and information technology in Multnomah County. These policies reflect specific behaviors and attitudes which must become pervasive in Multnomah County in order to achieve the Strategic Goals.

4) The Board of Commissioners directs the County Chair and other County elected officials, department managers, the Operating Council, and the Information Technology Council to aggressively **pursue implementation of the five-year objectives** identified in the Strategic Plan, which have been grouped into the following categories: **Service, Technology Infrastructure, Information Management, and Organizational** and that implementation of these objectives be consistent, to the extent possible, with the **Guidelines for Implementation** also contained in the Strategic Plan.

5) The Board of Commissioners directs the County Chair to develop ordinance amendments to the current Multnomah County Code and budgetary actions that are required to implement the goals and objectives set forth in the Multnomah County Strategic Plan for Information Technology, for consideration by the Board no later than June 30, 1996.

ADOPTED this 7th day of March, 1996.



**BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY**

BY _____

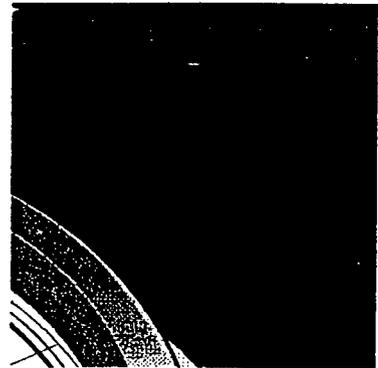
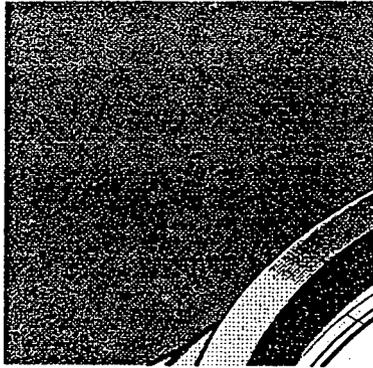
Beverly Stein, Chair

REVIEWED:

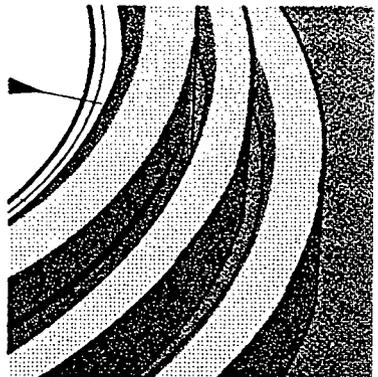
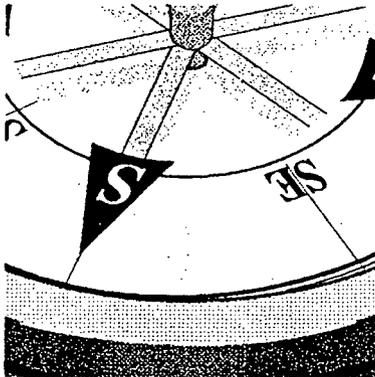
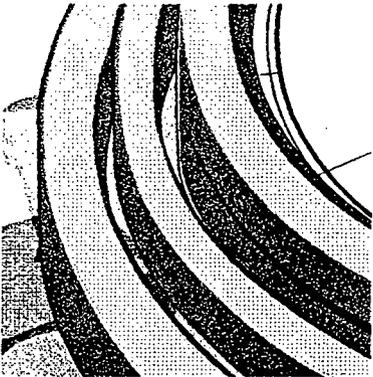
LAURENCE KRESSEL, COUNTY COUNSEL
FOR MULTNOMAH COUNTY, OREGON

By _____

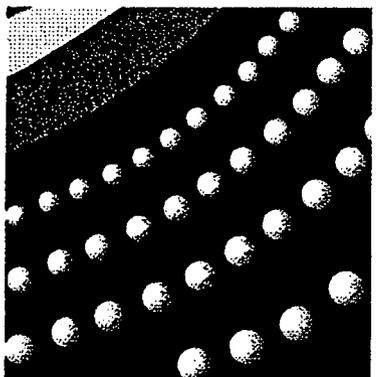
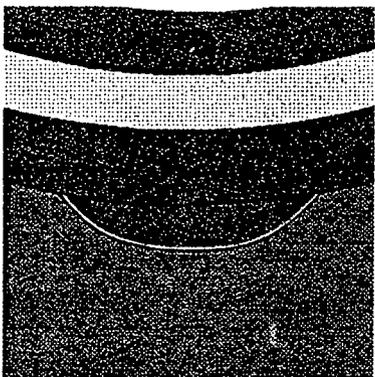
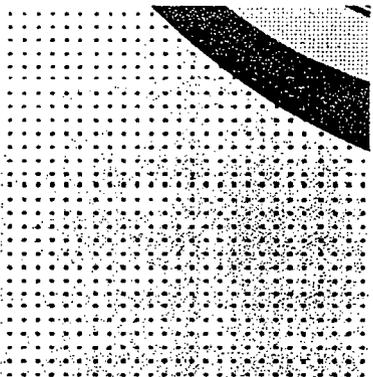
Laurence Kressel



C H A R T I N G



A N E W

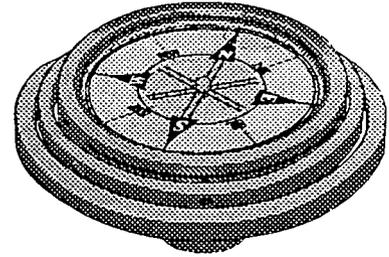


C O U R S E

STRATEGIC
 PLAN FOR
 INFORMATION
 TECHNOLOGY

Multnomah County, Oregon • Fiscal Year 1995-96

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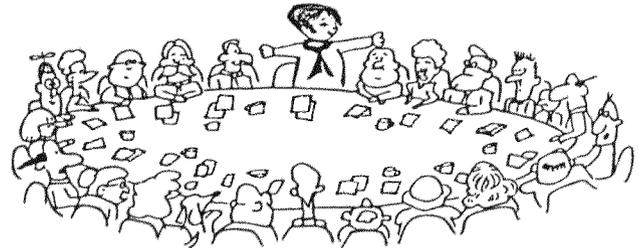
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PROJECT TEAM

The Strategic Planning for Information Technology team was appointed by the County's Data Processing Management Committee (DPMC 1) in September, 1994. Membership grew over the course of several months to include additional departments and representatives from outside the County. The team, commonly referred to by the acronym, "SPIT," is comprised of the following individuals:



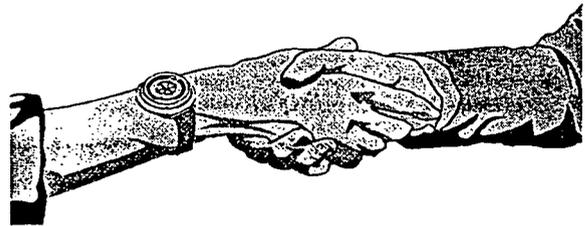
Name	Title	Representing
Jann Brown	Information Systems Manager	Juvenile Justice Department
Janice Druian	Director, Assessment & Taxation	Facilitator Phase 1, Assessment and Taxation Division
Lance Duncan	Financial Specialist	Department of Environmental Services
Tom Fronk	Business Services Manager	Health Department
Jeanne Goodrich	Deputy Director	Library Department
Kathy Gillette	Administrative Services Officer	Aging Services Department
John Hamlin	News Systems Director	The Oregonian
Keri Hardwick	Budget Analyst	Management Support Services, Tax Supervising and Conservation Commission, County Auditor, Citizen Involvement Committee
Susan Kaeser	Management Assistant	Department of Community Corrections
Jim Munz	Director, Information Services	Information Services Division
Sharon Owen	Sr. Research Analyst	Sheriff's Office and Emergency Management
Ken Phillips	Director, Marion/Salem Data Center	Marion County/City of Salem
Tom Simpson	Sr. Fiscal Specialist	District Attorney's Office
Meganne Steele	Assistant to the Chair	Chair's Office, Board of County Commissioners
Kathy Tinkle	Administrative Services Officer	Community & Family Services Department
Betsy Williams	Director, DES	Facilitator Phase 2, Department of Environmental Services

¹This is the first of many acronyms found in this document. "Translations" can be found in the Glossary.



THANKS TO OUR CONTRIBUTORS

This project would not have been possible without the help of many people beyond the project team. People from outside Multnomah County, Department Managers, Division Managers, technical personnel, and line staff contributed to discussions and to reaching an understanding of various issues throughout the course of the project.



The members of SPIT would like to extend a heartfelt *THANK YOU* to each person who contributed to the creation of this plan. On the project team, several individuals went beyond the call of duty, and deserve special mention:

- **Janice Druian and Betsy Williams** for facilitating our meetings with patience and humor;
- **Keri Hardwick** for the level of dedication and hard work involved in assembling the strategic planning document, especially for her expertise in pulling the diverse elements of the project into a cohesive whole; and
- **Lance Duncan** for providing extraordinary staff support, elevating minute-taking to a higher plane, and for creativity in laying out the final document.

Special thanks are also extended to the following individuals and organizations for graciously sharing their time, expertise, employees and insights with SPIT:

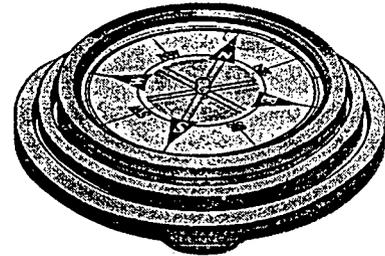
- The Oregonian
- Marion County/City of Salem, Oregon
- State of Minnesota
- The Babicky Consulting Group
 - ♦ Jackie Babicky
 - ♦ Dave Hughes
- Christine Rains Design
- Jay Cosnett Communications

- Intel Corporation
 - ♦ Kevin Kahn
 - ♦ John Gray
 - ♦ Jim Campbell
 - ♦ Rob Haubner
 - ♦ Dorothy Tannahill-Moran
- METRO
 - ♦ Dick Bolen
 - ♦ Alan Holsted
- ODS Health Plan
 - ♦ Bill Hockett
 - ♦ Eric Hall
- George Beard, Unisys Corporation
- Brian Patterson, IBM
- Steve Willard, Willard & Associates
- Susan Yasko, Digital Equipment Corporation
- Creative Assets
- All Multnomah County employees who attended the two work sessions
- Barry Crook, Multnomah County Budget & Quality Office
- Suzanne Kahn, Multnomah County Health Dept.
- Karen Rhein, Multnomah County Dept. of Community Corrections



EXECUTIVE SUMMARY

This Executive Summary is intended for the reader who would like a quick overview of the entire strategic planning document. More comprehensive discussion of these topics can be found in subsequent sections of this document.



MULTNOMAH COUNTY IS UNDERGOING A SIGNIFICANT ORGANIZATIONAL transformation, moving from a traditional government structure to a high-performance, outcome-oriented organization with a focus on customer needs, continuous quality improvement, and collaboration and partnerships. Efforts that have been initiated to accomplish this transformation include the Multnomah County Benchmarks, performance-based budgeting, outcome-oriented employee performance evaluation; and the RESULTS initiative (Reaching Excellent Service Using Leadership and Team Strategies).

The success of all these initiatives depends on information. Data is a critical strategic asset, and the County's ability to work and communicate effectively is dependent on increasing the capacity to gather, analyze, and distribute data and information. In addition, the public—the County's customers—increasingly expect responsive and well coordinated government services and convenient access to public information. County programs need timely, accurate, and understandable information to meet their public's expectations and achieve their organizational goals.

Purpose

The purpose of this Strategic Plan for Information Technology is to guide the County's future in making and optimizing funding decisions for the entire scope of its information resources, including but not limited to data management, equipment and

software, applications development, employee training, technical support, and organizational roles and responsibilities. It is intended that this plan provide the necessary framework to ensure countywide communication and cooperation in the fulfillment of individual and collective information technology (IT) needs.

This Strategic Plan provides an overview of the current IT situation in Multnomah County and an identification of the issues/problems the plan addresses. The plan includes recommendations for the strategic direction for County information systems (strategic goals); suggestions for future priorities and investments (objectives) and parameters for beginning the next steps (guidelines for implementation). This plan is not a detailed analysis of current systems, a budget or funding document, nor a detailed implementation plan. These steps must happen next.

Project Approach

This plan was developed by the Strategic Planning for Information Technology team, who were appointed by the County's information policy group, the Data Processing Management Committee (DPMC) in September, 1994. Membership included representatives from each County department, elected officials, as well as two IT professionals from outside organizations. Several key elements were at the core of the strategic planning approach, including broad-based representation, use of a phased process for plan development, self-education of the project team, use of specialized quality tools and techniques, and a unique philosophical approach to the project.

The underlying philosophies which guided development of this plan were to:

- Support the strategic direction of the County
- Strive for the good of the entire County, while balancing the interests of operating departments
- Focus on customer service
- Achieve fiscal responsibility
- Integrate services
- Build consensus for decision making, to secure organizational commitment to the plan
- Focus on the future

Overview of Current Information Systems

Multnomah county currently uses information technology in a variety of ways: to facilitate communication within the County and with the public; to provide public access to County data, information and resources; to provide County employees with the information they need to do their jobs; to provide management information to guide County decision-

making; and, most importantly, to provide direct services. The Library is a leader within the County in providing services via telephones, personal computers within their facilities, and dial-up capabilities for external computer users. They provide methods for these computer users to not only access County library information and services, but also to provide Internet access to information worldwide.

Deep Thoughts

"O Deep Thought computer," he said, "... We want you to tell us..." he paused, the Answer!"

"The Answer?" said Deep Thought. "The Answer to what?"

"Life!" urged Fook.

"The Universe!" said Lunkwill.

"Everything!" they said in chorus.

"Yes," said Deep Thought. "Life, the Universe, and Everything. There is an answer. But," he added, "I'll have to think about it."

"How long?" he said.

"Seven and a half million years," said Deep Thought.

"Yes," declaimed Deep Thought, "... Everyone's going to have their own theories about what answer I'm eventually going to come up with, and who better to capitalize on that media market than you yourselves? So long as you can keep disagreeing with each other violently enough and maligning each other in the popular press, and so long as you have clever agents, you can keep yourselves on the gravy train for life."

... Several **million** years later ...

"Now?" inquired Deep Thought.

"Yes! Now..."

"All right," said the computer, and settled into silence again. The two men fidgeted. The tension was unbearable.

"You're not going to like it," observed Deep Thought.

"Tell us!"

"All right," said Deep Thought. "The Answer to the Great Question..."

"Yes...!"

"Of Life, the Universe and Everything..." said Deep Thought.

"Yes...!"

"Is...," said Deep Thought, and paused.

"Yes...!"

"Is..."

"Yes...!!!...?"

"Forty-two," said Deep Thought, with infinite majesty and calm.

So, if you're looking for an answer, it's forty-two. If you're looking for more details, history, direction, and a road to take to get there, read on...

Deep Thought
(a.k.a. "SPIT")

² Excerpted from The Hitchhikers Guide to the Galaxy, Douglas Adams, 1979



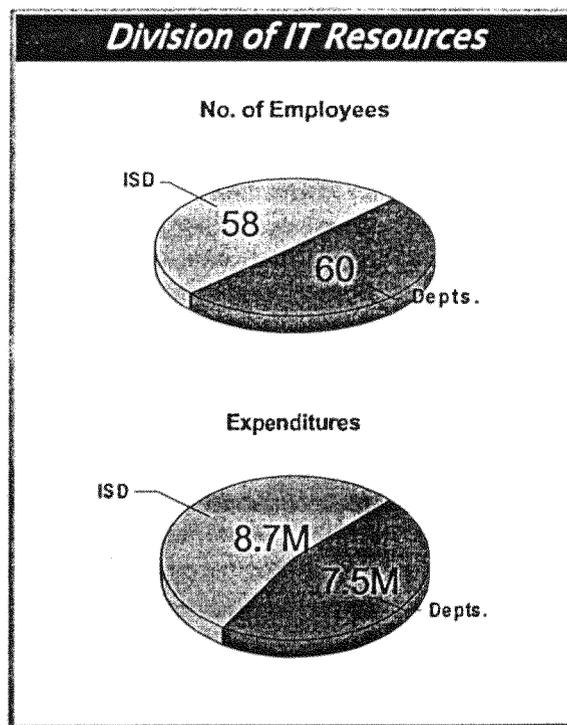
In 1995-96, the Multnomah County Adopted Budget included over \$16 million for expenditures related to information technology (excluding telecommunications). Of this amount, approximately 54% is budgeted in the Information Services Division; the other 46% is budgeted directly within the departments. In other words, almost one-half of the County's IT capability currently resides in the departments.

Organizational Highlights

Within the County departments, which operate out of 70 buildings throughout the County, there are six mid-range systems and approximately 2,000 personal computers. Although there are over 30 Local Area Networks (LANs) within the County, more than half of these PC's are not connected to a LAN. Several County systems have interfaces with external agencies. For example, the Health Department runs their mainframe applications on a computer at Oregon Health Sciences University, several of the County's social services programs use the State Department of Corrections mid-range system. County mid-range systems are found in the Sheriff's Office, Assessment & Taxation, the Library, Elections, and Fleet Services.

The County's departments collectively employ almost 60 employees to operate and support the systems mentioned above. Many work units also use contractors or other outside service providers to meet their technological support needs. Funding for IT is part of each department's operating budget and must be carefully weighed against other programmatic needs. Programs with outside and/or dedicated funding sources have often been more successful in funding IT than programs that rely solely on the County's General Fund for their funding. This situation has resulted in an imbalance among departments in their ability to meet their technological needs.

Centralized IT services in Multnomah County are provided by the Information Services Division (ISD), currently a division of the Department of Environmental Services. ISD's 1995-96 budget is approximately \$8.7 million, with 58 employees. Services provided by ISD include analysis, design, and implementation of new or replacement computer information systems; maintenance and enhancements to existing computer applications (primarily mainframe); mainframe computer operation, technical services, and data administration; network support for the County's wide area



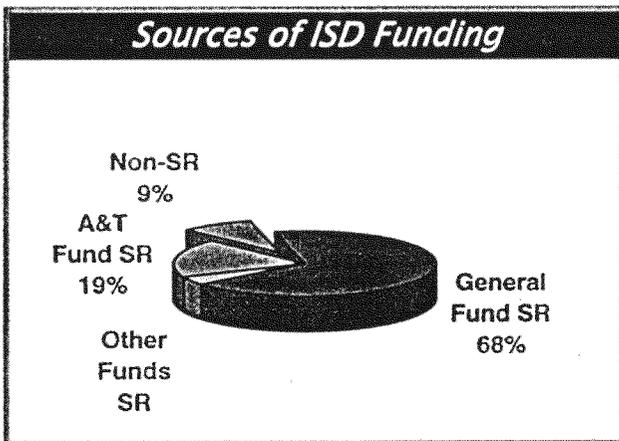
network and local area networks; and telecommunications services. ISD does not provide LAN administration or personal computer technical support or training. To the extent that these services are available within the County, they are provided and funded by the departments.

ISD operates one central mainframe computer, which is accessed via approximately 580 "dumb" terminals and over 600 PC's via local area network gateways. 32 major applications

run on the County's mainframe, ranging from the Sheriff's Office Corrections Population Management System (1674 users) to the Accounting System (113 users). In addition, ISD has begun installation of a Wide Area Network (WAN), which will link the County's local area networks, mainframe and other computers both within and external to the County. ISD has the responsibility for the development, operation and maintenance of this WAN.

Funding

Funding for ISD comes primarily from two sources: service reimbursements from all departments and external users and "New Development" money from the General Fund for new projects. For all funds except the General Fund, users are billed based upon mainframe usage and work requests. Although General Fund programs' usage is tracked and billed, the funding is from one special appropriation and the user departments are not held accountable for their costs. This situation creates a funding problem for the County, because the General Fund pays almost 90% of the service reimbursements to ISD.



Policy Setting

The Data Processing Management Committee (DPMC) is currently authorized by Ordinances 511 and 671³ to act as the policy setting body and provide management control and monitoring for all County data processing and telecommunications. This approach worked

well in the past, when most data processing activity in the County was centralized on the County's mainframe computer. In more recent years, however, with the growth of IT capability within the departments, roles and responsibilities vis-à-vis IT have become blurred, and the continuation of the DPMC in its present form appears to be a less-effective use of valuable resources than other alternatives.

Findings

In their year-long planning process, SPIT identified many problems and issues that the goals and objectives of the Strategic Plan address. These include the following:

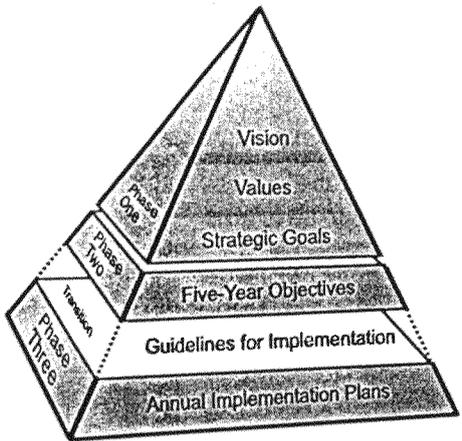
- **Inadequate infrastructure** to establish internal and external connectivity;
- **Internal inefficiencies**, including excess and unnecessary paper documentation;
- **Increasing customer expectations** for more efficient and accessible government services;
- **Inadequate training and technical support** for County employees to effectively perform their jobs;
- **A proliferation of systems** that don't "talk" to each other and are expensive to maintain;
- **Lack of effective coordination** among County programs and external partners;
- **Disparity in job classifications and pay** for IT positions across the County;
- **Lack of clear direction** for County information technology;
- **Inadequate and disparate funding levels** for IT in the County;
- **Confusion about roles and responsibilities**;
- **Lack of capacity** in significant technologies, such as GIS, imaging, kiosks and others; and
- **Duplication of effort** in the collection and management of data.

³The complete ordinances can be found in the appendix



Elements of the Strategic Plan

The first steps taken in the development of the strategic plan were the establishment of the vision and values that would provide the underpinnings for the entire plan. These were developed in a participatory process involving County employees, the DPMC, and the Board of Commissioners.



Vision

The Vision describes a picture of the future, desired state of our organization. Its purpose is to direct our resources in that direction and to provide motivation for our employees. The County's vision for information technology is as follows:

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

Values

The Values are the underlying principles which guide the ways in which the County will act in pursuit of its vision. These will require a similar level of conviction from each employee and elected official:

As Multnomah County pursues its vision for information technology, the employees and elected officials will:

- Focus on and involve the people we serve;
- Work for the greater good, with:
 - ◆ Respect
 - ◆ Integrity
 - ◆ Creativity
 - ◆ Responsiveness
 - ◆ Collaboration
 - ◆ Fiscal Responsibility

Strategic Goals

Five Strategic Goals were established to move the County toward achieving its vision for information technology:

1. Improve access to County information to the public, County employees and other public and private agencies through a cost-effective, widely available electronic infrastructure.
2. Improve the quality of service delivery to the public through the effective use of information technology.
3. Improve public involvement in County processes that formulate County ordinances, policies and budget priorities through the use of information technology.
4. Improve the quality of County decision making by making current and accurate data and information available through the use of information technology.
5. Improve the efficiency and effectiveness of internal County business processes through the effective use of information technology.

Five-Year Objectives

A variety of strategic actions must be taken within Multnomah County to successfully achieve these strategic goals:

- Establish connectivity
- Provide access to County information
- Develop data sharing and integration
- Ensure information usability
- Reduce paper
- Provide training and technical assistance
- Create a supportive organizational climate and structure
- Eliminate unnecessary duplication of effort
- Support the RESULTS initiative
- Commit ongoing resources
- Continue the strategic planning process

In order to maximize the County's investment in information technology and to achieve the Strategic Goals, five-year objectives were established and recommended by SPIT. The objectives encompass the broad realm of information systems and have been grouped into major categories:

- Policy
- Service
- Technological Infrastructure
- Information Management
- Organizational

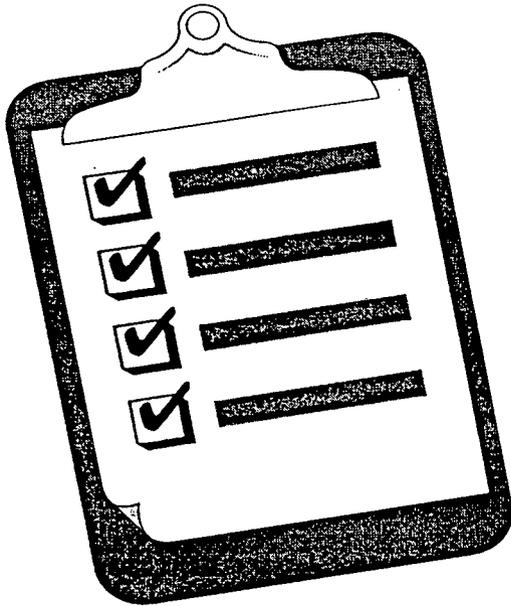
These objectives are detailed beginning on page 36 of this report.

Based on the importance, sequencing, and interconnectedness of the entire list of objectives, the SPIT team assigned high priority to the following:

- Development of departmental and strategic systems information technology plans;
- Pursuit of interactive, public electronic access to government information and services;
- Installation of a County-wide Wide Area Network;
- Provision of access to the Internet;
- Adoption of County-wide standards for information technology;
- Achievement of data sharing and integration;
- Provision of technical support and training;
- Restructuring of policy and management decision-making for IT issues;
- Development of effective funding strategies to fund IT needs over time; and
- Creation of a new position Director of Information Technology, who will report to the County Chair, to provide leadership and direction in achieving the County's strategic vision for information technology and to manage the central information services organization.

The chapter following the five-year objectives provides Guidelines for Implementation for those who will be responsible for implementing the Strategic Plan. These Guidelines discuss implementation issues, and give further detail about the objectives. They provide the link between this Strategic Plan and subsequent department and County-wide information technology efforts.





Next Steps

Recommended Next Steps include the following:

1. Adoption of Multnomah County Strategic Plan for Information Technology by the Board of Commissioners.
2. Repeal Ordinances 511 and 671, thereby eliminating the Data Processing Management Committee.
3. Creation of the position, recruitment and hiring of the Director of Information Technology and transfer of Information Services Division to the County Chair.
4. Development of preliminary departmental information technology plans to identify needs in advance of development of the 1996/97 budget.
5. Development of funding policy and priorities for inclusion in the 1996/97 and future Multnomah County budgets.



INTRODUCTION

We cannot be an outcome-driven government if we can't get the information we need to evaluate our programs. And all the data in the world is not useful if we don't have the capacity to evaluate and use it. We cannot be customer-focused if we can't communicate easily internally and externally.



Beverly Stein, 1995-96 Executive Budget Message

MULTNOMAH COUNTY IS IN THE MIDST OF A MAJOR ORGANIZATIONAL transformation, moving from a traditional governmental structure, focused on regulation and control, to a high-performance, outcome-oriented organization with a focus on customer needs, continuous quality improvement, and collaboration and partnerships.

A variety of efforts have been initiated in the County to accomplish this transformation. In 1994, the County Chair, the Board of County Commissioners, and the community worked together to create the Multnomah County Benchmarks, which were adopted to focus efforts on specific quality of life goals desired for the community, and to create the necessary partnerships to achieve those goals. In the last two years, the County has converted to a performance-based budgeting process and a new, outcome-oriented employee performance evaluation system to ensure the efficient and careful use of resources and increase accountability to the public. Also launched in 1994 was the RESULTS campaign, (which stands for Reaching Excellent Service Using Leadership and Team Strategies). The quality and productivity of County services to the community depends largely on the skills of its workers. RESULTS is intended to provide line employees and managers with the skills they need to work in teams, redesign business processes, evaluate data, and provide customer service. Also developed during 1994 was the

County's Strategic Space Plan. This plan relies on projecting growth trends in demand for services along with demographic data in order to make services convenient for customers, and allow for cost-effective investments in Multnomah County's facilities infrastructure.

The success of all of these efforts depends on timely, accurate, and reliable information. Data is a critical strategic and public asset, and the County's ability to work and communicate effectively is dependent on increasing the capacity to gather, analyze, and distribute data and information. The public--including other jurisdictions, private citizens, and private and public partners--increasingly expect responsive and well coordinated government services and convenient access to public information. Managers and employees of County programs need timely, accurate, and understandable information to meet their public's expectations and achieve their respective missions. This recognition is clearly stated in County Chair Beverly Stein's 1995-96 Budget Message.

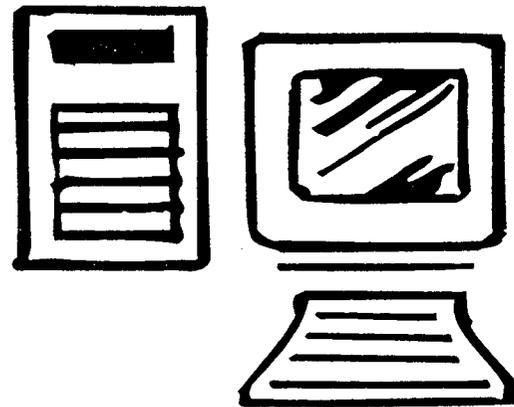
The purpose of this strategic plan for information technology is to guide the County's future in making and optimizing funding decisions for the comprehensive scope of its information resources, including but not limited to data management, equipment and software, applications development, employee training, technical support, and organizational roles and responsibilities. It is intended that this plan provide the necessary framework to ensure countywide communication and cooperation in the achievement of individual program and collective information technology goals and objectives. Given the complexity of this task, this document is also intended to be educational and informative for a wide audience of County employees, managers, business partners, taxpayers, and the general public.

In order to provide an understanding of the rationale for this plan's recommendations, this document attempts to capture the significant issues in our current information technology environment. While the architects of this plan felt it was more important to focus on the future direction rather than dwell on the problems of the past, it is necessary to understand the current organizational and systems dynamics in order to plan effectively for transition. In order to contribute this context of understanding, this plan gives an overview of the scope of services provided to residents of Multnomah County, and the ways in which information technology is involved in providing these services (including organizational structures, management strategies, and methods of allocating resources). This document also identifies some significant issues that must be addressed in order to more cost-effectively meet the needs of Multnomah County's employees, residents, and business partners.

Because of the variety of needs Multnomah County programs strive to meet, it is not possible for one document to address the unique information technology needs of all the departments. Therefore, this document is not an attempt to provide a centralized, prescriptive approach to planning for the County's invest-

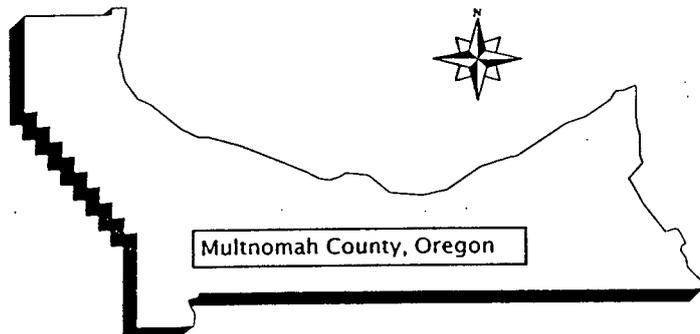
ments in information technology. Rather, it is clear there are aspects of planning which should be conducted departmentally as well as centrally. It must further be stressed that this document provides a framework--goals and objectives--which business units will use in developing their plans of action. Each department employee, from top management to line staff, must take responsibility to ensure that their information technology efforts help the County to achieve its overall goals, while simultaneously meeting the needs of the public they serve.

This document is also not intended as an implementation plan. Although it contains a list of specific objectives to be attained within the next 5 years, and although the SPIT team had many excellent ideas on how to begin the next phase of the planning process, the fully detailed, specific steps that need to be taken for each project will be found in an annual implementation plan. This implementation plan will be developed based on emerging opportunities, available resources, and the necessary inter-workings of the various objectives.



COUNTY PROFILE

Multnomah County provides a wide variety of services to a diverse population of customers. Many employees and contractors provide several million dollars of information technology services in a geographically dispersed area.



MULTNOMAH COUNTY WAS INCORPORATED IN 1854, CREATED FROM parts of Clackamas and Washington Counties as they existed at that time. Multnomah is the smallest county in the state (470 square miles) but is the most populous; as of 1994, approximately 620,000 people from a broad spectrum of social, economic, political, educational, and professional backgrounds lived within its boundaries—and steady growth continues.

The County is governed by a Board of County Commissioners (BCC) consisting of four non-partisan members elected from designated districts within the County, and a Chair of the Board elected at large. The BCC has policy and budget authority for all County functions.

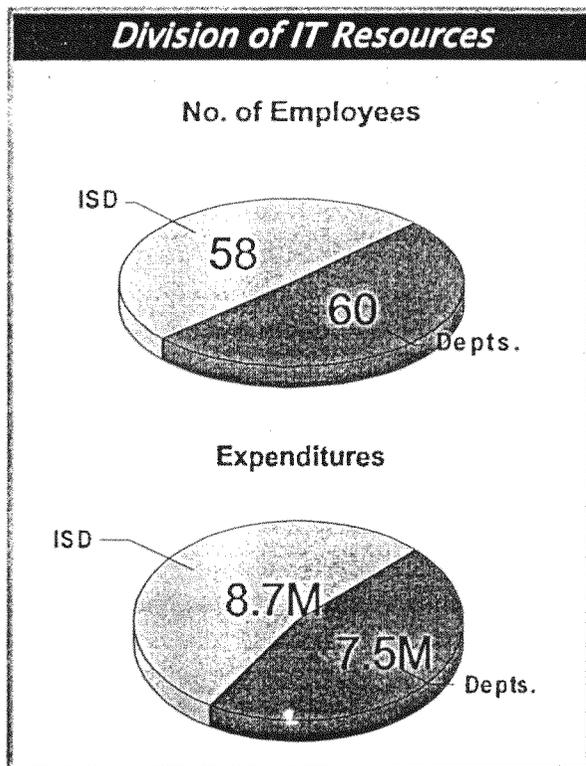
Under the County Charter, the Chair also serves as the County Executive and is charged with the administrative management of those functions under the Chair's direction. There are currently seven departments and a variety of "non-departmental" functions reporting to the Chair's Office. The departments are: Aging Services (ASD), Community & Family Services (CFS), Community Corrections (DCC), Environmental Services (DES), Health (HD), Juvenile Justice (JJD) and the Library. Management Support Services (MSS) are included in the non-departmental group. Other elected officials are the Sheriff, the District Attorney and the Auditor. These individuals have independent administrative

management over the operations of their functional areas. They do not report to the County Chair. The Sheriff's and District Attorney's offices are roughly analogous to the departments in size and scope of work; the Auditor's Office is similar to an MSS division.

Multnomah County provides a broad scope of services to a wide variety of customers. Multnomah County functions are housed in over 70 buildings located throughout the County. The County operates jails, public libraries, family service centers, health clinics, Willamette River drawbridges and a juvenile justice complex. The following examples of functions performed by County programs illustrate the complexity of its operations: maintain roads, prosecute felonies, arrange for long term care of the County's elderly, provide animal control services, patrol rivers, enforce the collection of child support, provide access to library resources, provide family services, supervise offenders and conduct all County elections.

As of June, 1995, there were approximately 3,700 County employees, not including temporary workers. These employees are as diverse as the services provided. Job functions include nurses, clerks, engineers, truck drivers, managers, social workers, attorneys, deputy sheriffs, computer programmers, and librarians.

(excluding telecommunications). Of this amount, 56% is budgeted for ISD, and 44% is budgeted directly within the departments. These figures demonstrate that the County has a data processing capability within the departments roughly equivalent in staff and budget to that within ISD. The next section describes the current information systems and support structures within the County.



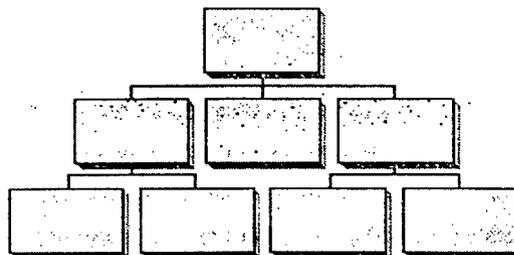
Multnomah County's 1995-96 adopted budget (excluding transfers between funds and unappropriated fund balances) is approximately \$570 million. The County's funding sources include property taxes, which provide the largest source of "discretionary" funds; federal, state and private grants; user fees; and gasoline and business income taxes.

Of the 3,700 employees described above, there are 58 employees within the Information Services Division (ISD), and there are approximately 60 employees providing technical data processing functions within the departments. In the County's 1995/96 adopted budget, total expenditures related to data processing are approximately \$15.5 million



OVERVIEW OF CURRENT INFORMATION SYSTEMS

Our current information systems have been developed over many years in response to a changing set of needs. The charge of improving services and realizing efficient use of resources in a dynamic environment will require continued investment in information technology.



MANAGERS AND EMPLOYEES OF MULTNOMAH COUNTY USE INFORMATION technology in three primary ways: to provide operational support for their daily work, to directly provide County information and services to their customers, and to promote access to and use of County and non-County information and services. Each particular use brings a set of corresponding management issues.

Information technology is used by County employees in the provision of services in many ways. Personal computers are used by thousands of employees, ranging from engineers doing computer-aided drafting to legal secretaries taking advantage of the power of word-processing to more easily prepare court documents. Deputy sheriffs can assemble a virtual "line-up" of digital inmate images for identification. The Health Information System provides a wide range of functions, from appointment scheduling to Medicare billing. Indeed, there are few, if any, programs which do not use information technology to support their business.

Information technology provides a public interface to County services in many areas as well. The most pervasive and obvious example is the telephone. Voice mail and automated attendant functions continue to expand the uses for this versatile tool. Other examples include computer access to Assessment and Taxation's tax roll database for title companies; computer media with voter information

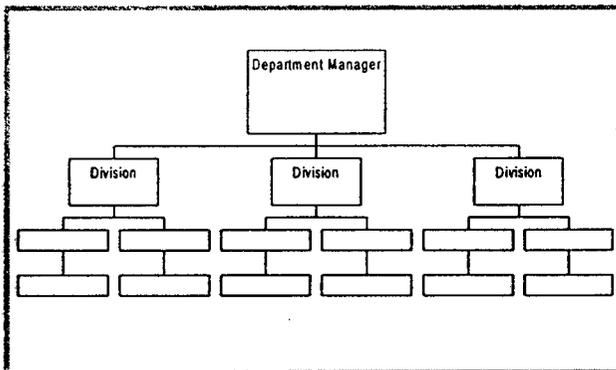
which is provided to many organizations; and the District Attorney's World Wide Web home page. The Library is a leader in providing services via telephones, personal computers in their facilities and dial-up capabilities for external computer users. They provide methods for these computer users to not only access County library information and services, but also provide Internet access to information worldwide.

More common than public access to County systems today is access for other governments and service partners. Nearly all major District Attorney's Office systems interface with the Portland Police Bureau and/or the State of Oregon. Major Sheriff's Office systems can be accessed by local criminal justice agencies. Examples of vital connections to State systems are found in the Aging Services, Community and Family Services, and Community Corrections Departments. Assessment and Taxation's tax roll information and automated base maps are used by several local jurisdictions.

In order for Multnomah County to effectively use technology as a tool in the provision of its many services, there must be a viable and effective internal systems support structure. There are three major components of the current information systems and supporting structures in Multnomah County:

- Departmental Services, Staffing, Funding, and Technology
- Centralized Services, Staffing, Funding, and Technology
- Policy Setting and Compliance

The following overview is intended to provide the reader with a general idea of these current systems and structures. The examples given are not intended to be an exhaustive accounting of all County technology, but rather to illustrate the complexity of the current situation, and to give an idea of the issues that must be addressed when creating any future direction.



Current Departmental Services, Staffing, Funding and Technology

Please note that for this discussion, "department" refers to any County work unit other than the Information Services Division.

Services

The internal information systems support provided by department staff varies significantly across the County. This variance is due to the

types of systems found in the departments, available funding, and technological propensities of the department decision makers. Examples of support services provided in the departments include network administration, operations, maintenance, applications acquisition and development, support for mid-range systems, database development and programming, user training, and PC/LAN hardware and software installation, technical support, troubleshooting, repair, maintenance and acquisition.

Staffing

As every program uses technology in some form or another, in essence, every employee is involved with information technology. To contrast with the support services provided by ISD, it is most important to consider the approximately 60 employees providing the internal support functions as described above. The efforts of these people are supplemented by many "power users" who provide support to others in their work groups, although it is not part of their official "job." There are also many work units who use contractors or other outside service providers to meet their technological support needs.

Most departments have some sort of formal or informal information systems committees. The members and functions of these committees vary significantly across the County.

Funding

Funding for technology is part of each department's operating budget, and must be carefully weighed against other programmatic needs. This difficult situation has led to an unevenness in the abilities of different departments to meet their technological needs. Specialized grants or other inter-governmental funds have also been used for the acquisition and support of information technology. Although ISD receives "new development" money from a "non-departmental" appropriation, the projects it pays for are in support of one or more operating departments. More in-depth analysis of departmental funding is



complicated by the variety of strategies employed to pay for information technology—expenditures may occur in budget categories for supplies, maintenance contracts, temporary employees, professional services, capital equipment, and lease payments.

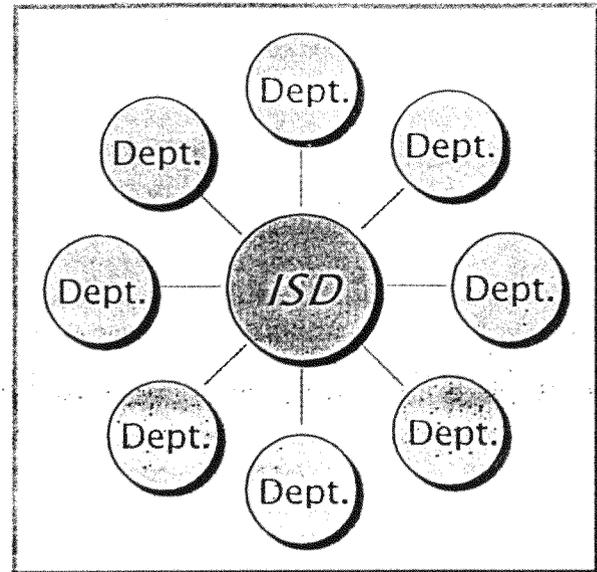
Technology

Within the departments there are six mid-range systems and approximately 2000 personal computers (PC's). Although there are 30 Local Area Networks (LANs) within the County, over 50% of these PC's are not connected. Other systems have more existing connectivity. As discussed earlier, the County's systems have interfaces to a variety of external entities, including computers at the State, the City of Portland and educational institutions.

The Health Department runs their mainframe applications on an OHSU computer, several social service departments use the State Department of Human Resources mainframe applications, and the Department of Community Corrections uses the State Department of Corrections mid-range system.

Mid range systems are found in the Sheriff's Office (2), Assessment & Taxation, the Library, Elections, and Fleet Services, and run applications such as Dynix (Library operations), MAINSTEM (Fleet maintenance) and X-Image (inmate photo images).

County applications which take advantage of client-server capabilities include Applicant Processing, and systems in Facilities Management, the District Attorney's Office and Alcohol and Drug programs. A large variety of personal computer applications are also being run on individual machines and local area networks. The most prevalent are word processing, spreadsheet and database programs. Many employees have taken advantage of the capabilities of these products to develop customized applications to meet their service needs.



Current Centralized Services, Staffing, Funding and Technology

Services

Services provided by ISD include analysis, design and implementation of new or replacement computer information systems; maintenance and enhancements to existing computer applications (primarily mainframe applications); mainframe computer operation, technical services and data administration; network support for the County's wide area network and local area networks; analysis and design of telecommunications needs and coordination of moves and changes to existing telecommunications equipment, voice mail and other telecommunications services. ISD does not provide LAN administration or personal computer technical support or training.

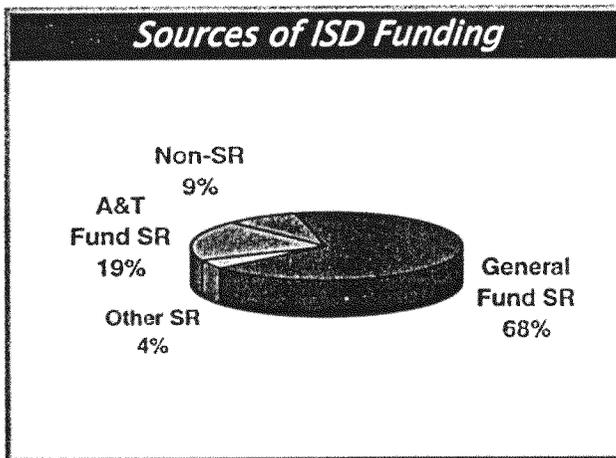
Staffing

The majority of the functions described above are performed by ISD's 58 employees. Workload demands often necessitate adding contractual programming support. Many telecommunications technical duties are contracted to the local telephone companies.

Funding

Funding for ISD comes primarily from two sources:

- Service reimbursements from all departments and external users. For all funds except the General Fund, the user department is billed based on mainframe usage and work requests. Although General Fund programs' usage is tracked and billed, the funding is from one special "non-departmental" appropriation and the user departments are not held accountable for their costs. This creates a significant problem because the County's General Fund provides the majority (73%) of the service reimbursements to ISD.
- "New development" money from the General Fund for new projects. This is the funding for which the DPMC creates the Information Systems Plan each fiscal year.



Technology

The County has one central mainframe computer, which is accessed via approximately 580 "dumb" terminals and over 600 personal computers via local area network gateways. 32 major applications run on the County's mainframe, ranging from the Sheriff's Office Corrections Population Management system (1674 users) to the Accounting System (113 users).

Work has recently begun on a wide area network (WAN) which will link the County's local area networks, mainframe and other computers both within and external to the County. ISD has the responsibility for the development, operations and maintenance of this WAN.

Policy Setting and Compliance

The Data Processing Management Committee (DPMC) is authorized by County Ordinances 511 and 617⁴ to act as a policy setting body and provide management control and monitoring for all County data processing and telecommunications. By ordinance, the DPMC is comprised of each department manager, the Sheriff, the District Attorney and one private sector business executive. The DPMC Operating Staff Committee (DPOC) provides staff support to the DPMC.

The DPMC has delegated to ISD the review of software and hardware purchases over \$1,000 for basic compatibility with existing County policies. Each year the DPMC reviews and approves ISD's budget and an Information Systems Plan for the upcoming fiscal year, which is then submitted to the Board of County Commissioners. Prior to 1995, this plan generally consisted of mainframe issues, and was only for projects that were to be funded by a special appropriation for new development. In recognition of the preliminary findings of the strategic planning effort, the majority of funding in the 1995 plan was for network connectivity and personal computer infrastructure, and included other non-mainframe applications development.

Conclusion

Multnomah County's current information systems and supporting structures have been developed over a long period of time, using a wide variety of sources. Although every work unit now uses some form of technology, each

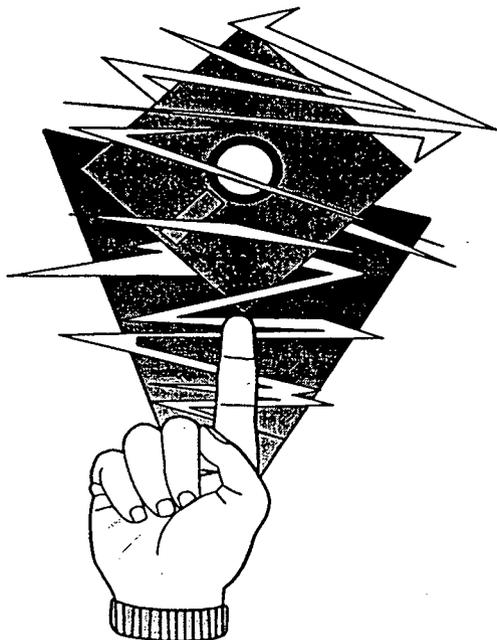
⁴ The complete ordinances can be found in the Appendix



day there are new examples of the ways internal and external services could be improved, streamlined or made more accessible via information technology.

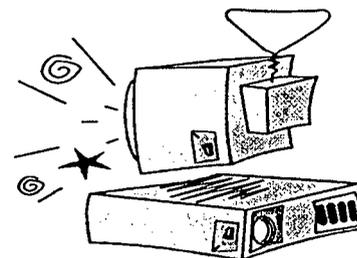
Historically, there has been little coordination, guidance or overall strategic direction for the County with respect to exploiting the potential uses for information technology. This lack of County-wide perspective was not limited to information technology, however. The focus for the majority of the County's operations was the maximization of use of resources *within* each department.

The result is a wide disparity across programs in the quality and quantity of data, equipment, software, support and training available for the County's employees and customers. As County programs now work together to provide information and services, the independently developed systems and unequal support structures are creating barriers. The recognition of some of the inadequacies of current systems provided the "wake up call" that began this strategic planning effort. The next section discusses some of the other factors that led to the creation, and influenced the content, of this plan.





WHY A STRATEGIC PLAN?



Multnomah County is at the confluence of major changes in the expectations of its citizens, in approaches to business management, and in the capabilities and uses of information technology. In order to bring about congruent change in all business components, a systems view of planned change is required.

CITIZENS ARE DEMANDING THE SAME KIND OF RAPID, TECHNOLOGICALLY-assisted services from the County that they receive from their banks, the airlines on which they fly and a host of other areas of daily life. "Government hours" of 8:00 a.m. to 5:00 p.m., Monday through Friday at a County office, are simply no longer acceptable. In addition, citizens do not understand why services are divided by jurisdiction, when they perceive them as provided by the "government". All agencies must work together to make these boundaries transparent to our customers. Ways to provide information and service in a manner convenient for the customers, rather than the providers, must be found.

Citizens also look to the County for assistance in accessing and using the information technology makes available. As indicated in the description of current services, the libraries have been using technology to provide more accessible services for many years, and are expanding the scope of these services each year. The libraries have also assumed a special role in providing access to technology services for those who do not have private access.

It is not only systems for the public that need improvement. County employees look to technology as well, to meet increasing demands for the services they provide in a rapidly changing environment. Internal County systems must enable efficient service to the community, not create bureaucratic entanglements. Yet the County's current systems are

often inadequate, inflexible and obsolete. Significant findings regarding our internal information technology include:

- It is a cumbersome or impossible task for an individual to get up-to-the-minute information from the County's centralized systems to make informed business decisions.
- Many employees currently lack the training and support necessary to effectively use the systems that are available.
- Network infrastructure is not in place to allow ready sharing of information among personal computers or to facilitate the cross-functional teamwork envisioned by the RESULTS campaign.

Shifting Paradigms

Concurrent with significant changes in our economy and political environment, our use of information technology resources is also changing dramatically, as Don Tapscott and Art Caston explain in their best-selling book, *Paradigm Shift*⁵:

For its first few decades, ... data processing was pursued primarily to reduce clerical costs.... Today, however, technology has moved to the front line in most organizations. Today, however, technology has moved to the front line in most organizations. It has become strategic in the sense that it is a necessary component in the execution of a business strategy... [Many organizations] have scrambled to expand computing beyond back-room data processing to the front-line delivery of services and products to customers.

A change has also occurred in terms of who uses computers. In the first era the focus was on technical specialists, professionals, and managers who designed, implemented, managed, controlled, and usually owned the computing infrastructure of the enterprise. With the transition to the new era, business users of technology have moved to the fore. [They are larger in number] and are more sophisticated and demanding. They are also no longer content to depend on management information systems departments to achieve the benefits that technology can bring. Users want to shape the technology that is implemented in their organizations.... They are rapidly understanding that their effective use of technology coupled with a change in how they do business will determine their personal and organizational success. They have become the vanguard of an information technology revolution that is quickly altering the old ways of organizational computing.

Information technology is simply a tool to provide better information and service. Therefore, the issues addressed by this Strategic Plan must be related to the provision of County services, not just automated systems. The 1990's brought a national recognition of the lack of confidence citizens felt for government and their demand for a new way of doing business in the public sector. In Multnomah County, a new administration brought a change of focus to County operations. Some of the major elements of this change are: taking programs directly to the communities they serve, responsiveness to internal and external customer needs, collaboration with others who share the County's interests and concerns, and program level evaluation of services provided.. The common thread among the values, benchmarks, RESULTS initiative and the programs is information. It is widely recognized that the County's information systems are how data gets to all of those who need it, from the direct service providers, to the Board of County Commissioners, to the citizens the County serves.

⁵ Excerpted from *Paradigm Shift*, Tapscott & Caston, 1993

Many different committees, task forces and teams are working hard to improve the service Multnomah County provides. Over and over, technology is seen as a critical component of service changes.

"The County's Information Systems guided by the Strategic Planning and Information Technology (SPIT) plan will play an increasingly larger role in data collection and analysis to assure quality in the County. This service will provide assistance to both County-wide teams and department work units in determining the best data collection systems and how to best link those systems with other County data collection systems."

RESULTS Roadmap, Multnomah County, 1996

"Finally, the County needs to respond to current and future technological innovations. This can be accomplished by utilizing flexible building and operational systems to allow for incorporation of technological advances as they occur"

Multnomah County Strategic Space Plan, 1995

"As we undergo the transformations associated with the Information Age, libraries will have to become even more dynamic institutions. We will lose much of our conservator role and play a very active role as information facilitators and information access advocates."

Automation Plan 2005, Multnomah County Library, 1995

"Effective use of technology enhances citizen access to services by minimizing citizens' having to visit a site to receive a service and by linking geographically dispersed sites with systemwide resources. When making facility decisions, the County will actively pursue opportunities to take advantage of technological improvements."

Multnomah County Strategic Space Plan
Sub-Committee Report, 1995

"Agencies cannot report on their activities, or plan new ones without a strong ability to collect, maintain, analyze and react to hard data. However, it was clear from this example, that comprehensive management, tactical and planning data is not readily available within the current management information systems structure."

Multnomah County Sheriff's Office Operational Analysis,
International Association of Chiefs of Police,
February, 1995.

"Video and teleconferencing for arraignments in all facilities, an integrated database, enhancements to existing Sheriff's Office systems and a common assessment tool were all identified by the 1995 Public Safety Task Force as critical components of justice services in the immediate future."

"An integrated database for government and private service providers was identified as a key requirement by the Commission on Children and Families."



Performance measurement is central to the “high performance” government envisioned for Multnomah County. Yet in preparing the first report on these performance measures in September of 1994, 271 (52%) of the County’s “Key Results” had no data available. A key component to the County’s RESULTS program is achieving the criteria of the Malcolm Baldrige National Quality Award. Data collection and planning for such collection are key criteria of the program, yet time after time County programs find they are not collecting, or are collecting and can not access the data needed.

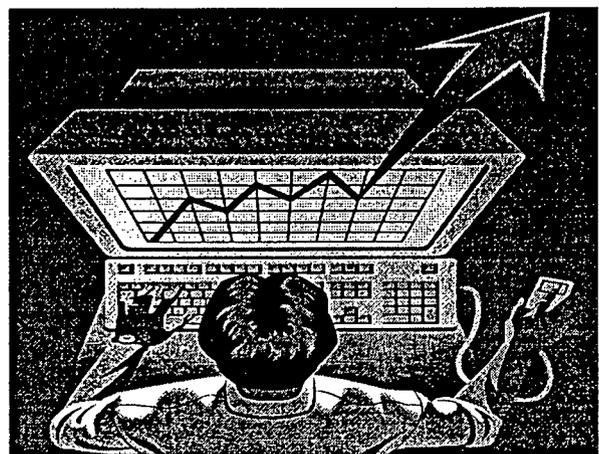
These issues have not developed overnight, nor have they been unnoticed until now. A variety of factors have contributed to the current situation. A review of these factors helps to provide direction for future actions. In the 1970’s and 1980’s the County pursued and funded technology at a level consistent with necessary services, and often was seen as a leader in implementing new technologies. The confluence in the early 1990’s of Ballot Measure 5, the explosion of personal computer technology and an administration for whom technology was not a priority dramatically changed that situation. Budget cuts imposed to meet the fiscal constraints of the property tax limitation measure caused ISD to focus solely on the mainframe, and primarily on legacy applications. These applications were then, and are still today, essential to accomplishing the work of the County.

As ISD turned its focus to these mainframe applications, the departments became aware of the extraordinary productivity and service gains personal computer technology could provide and their focus began to turn to this new technology. In the early 1990’s the departments functioned largely as autonomous units, with little central coordination. Even the new systems on the central computer were developed in conjunction with specific department needs. There was little perceived need to integrate systems across different programs.

Because of a lack of central resources and guidance, support for data processing other than the central mainframe was also developed in a totally decentralized way, and the resultant situation is a vast disparity in availability and level of support throughout the County.

The policy and decision making structures around information technology have also contributed to the current situation. The current composition of the DPMC and the lack of a consistent forum for technical professionals to provide input on IT decisions have resulted in high-level managers and policy makers being charged not only with setting policy, but with operational decisions regarding technology for which they are not, and should not need to be, technically competent to make. Additionally, there has been a lack of definition of various entities’ roles and responsibilities with regard to information technology, as well as a lack of any consistent, overall guidance to the County’s efforts. Finally, the outside perspective called for by Ordinance 511 has not been present in recent years, and it is a perspective the County should make the effort to obtain.

The combined force of all the factors discussed here have made it clear that Multnomah County must change from its current course of action with respect to information technology. The remainder of this document is devoted to charting the new course for the future.





PROJECT APPROACH

The strategic planning committee used a variety of techniques to involve managers, end-users, customers and information technology experts, and used data-driven quality improvement and planning tools to ensure they produced a plan that would be consistent with the County's strategic direction.



IN RECOGNITION OF THE IMPORTANT ROLE THAT TECHNOLOGY WILL PLAY in the future of County operations and service delivery to the public, County Chair Stein included as an action item in the 1994/95 Multnomah County budget the development of a comprehensive strategic plan to guide the County's future investment in and management of information technology. In September, 1994, the Data Processing Management Committee (DPMC), the County's policy board for information services, convened a planning team with representation from each County department to develop the plan.

Several key elements were at the core of the strategic planning approach. These included:

- **Broad-based representation** in the planning process;
- Use of a **systematic phased process** for plan development;
- A variety of **educational activities** for planning team members;
- Use of **specialized tools and techniques**;
- A unique **philosophical approach** to the project.

Broad-Based Representation

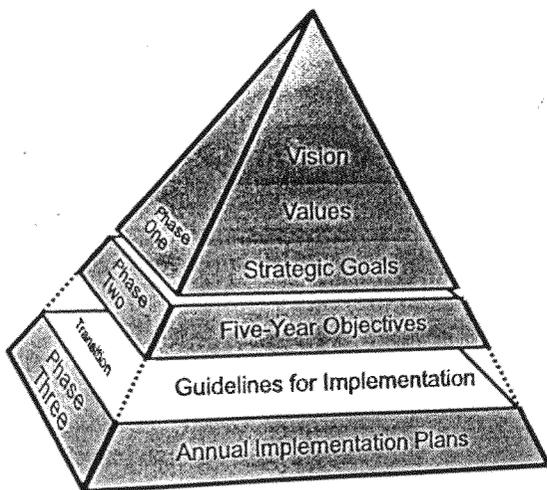
All County departments, as well as elected officials and non-departmental divisions and agencies were represented by a member on the Strategic Planning for Information Technology Team (SPIT), which met weekly during the development of this plan. These members made periodic reports to the DPMC, which has current responsibility for information technology planning. The Board of Commissioners and the Chair were represented on the working team, and were also given periodic update presentations.

In addition to County representatives on the working team (SPIT), two other members graciously gave their time, Ken Phillips, the Director of the Marion County/City of Salem Data Center and John Hamlin, News Systems Director from *The Oregonian*. Outside experts, including George Beard, currently of Unisys Corporation, and a former systems director for the State of Oregon, and Susan Yasko from Digital Equipment Corporation each also attended a SPIT meeting and shared their ideas and insights with the group.

For input from a broader cross section of the county, two half-day work sessions were held. The first was to validate and modify the vision and develop preliminary objectives. This work session had approximately 120 attendees, across all job functions, levels and organizational units. The second session was to get specific input regarding the issues of standards and technical support. This was attended by approximately 80 people, from all organizational units, in a variety of technology-oriented positions. The strategic planning team also held work sessions with the DPMC and the Board of County Commissioners. All four of these sessions helped the team to improve completed work and refine the focus of future activities.

Phased Process

This strategic planning process is comprised of three phases:



- Phase 1 defined the strategic vision, and associated values, assumptions and strategic goals (5 year) goals.
- Phase 2 defined specific objectives; the implementation of which will enable the County to achieve the strategic goals. The results of these two phases are contained in this document.
- Phase 3, the implementation phase, will be the actual detailed implementation plan for the information technology objectives, and will be updated annually to assure that plans reflect the current and near term technologies and funding available to support the County's businesses.

Team Education

The strategic planning team pursued a variety of methods to understand not only the current and emerging technologies and how they improve business performance, but to also understand customer needs and expectations and to recognize the organizational implications (culture change, costs, etc.) of implementing needed technologies. These educational opportunities included:

- **Site visits to:**
 - ♦ ODS Insurance, to observe how imaging technology greatly increased efficiency in office work flow;
 - ♦ METRO for a GIS demonstration; and
 - ♦ Intel Corporation for an in-depth look at how their internal systems function.
- **Demonstrations/videos** regarding kiosks, the Internet and the City of Santa Monica's Public Electronic Network
- **Attendance** by individual team members at the Government Technology Conference and the Urban and Regional Information Systems Association (URISA) GIS Conference. Information from these two conferences was presented to the rest of the team by the attendees.
- **Reading** numerous journal articles, books, research reports, and other strategic plans.



Tools and Techniques

A wide variety of quality improvement and other team process tools were used to guide the strategic planning effort. Exercises were chosen to:

- Target specific problem areas;
- Identify which elements of the plan influence other elements, so that those processes which drive others could be addressed first;
- Challenge each team member to broaden their expertise in problem-solving and idea generation.

Examples of the techniques used were brainstorming and affinity exercises, customer needs identification matrix development, hissy fits, organizational modeling and multi-voting.



Philosophy

There were several underlying philosophies which guided the development of the elements of this plan:

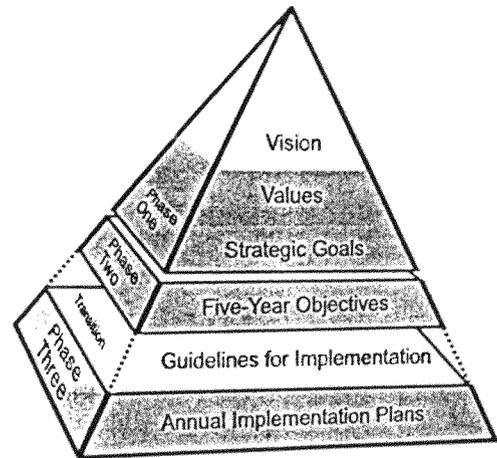
- **Support the strategic direction of the County** as envisioned by the County Chair, the Board of County Commissioners and the Data Processing Management Committee.
- **Strive for the good of the entire County**, while balancing the interests of the operating units.
- **Focus on customer service.** Improvements in information systems should be made to increase service to the County's customers, not merely for the sake of adopting popular technology or organizational models. The County's business needs should drive systems development, rather than the systems driving the business practices.
- **Achieve fiscal responsibility.** Recognize that as a public entity, the County has an obligation to balance technological development with prudence in expending public funds.
- **Integrate services among County programs and their outside partners**, which has been identified as a critical goal of the County.
- **Build consensus for decision making**, to secure organizational commitment to the plan and address departments' diverse concerns.
- **Focus on the future.** Shortcomings of current technological and organizational systems should not limit the vision of where the County can go. Although such issues must be recognized and addressed, it is important to focus on future possibilities rather than dwell on current or historic problems.



VISION

What will it look like?

The vision describes a picture of the future, desired state of our organization as it relates to the use of information technology. Its purpose is to direct our resources in this direction and provide motivation for our employees. It also provides an anchor or reference point against which all actions or progress can be measured.



THE VISION WAS THE FIRST ELEMENT OF THE STRATEGIC PLAN DEVELOPED by the planning committee. It underwent several revisions during the planning process which solicited input by managers, end-users, the DPMC and the Board of County Commissioners. As it describes the ideal state of our organization in the broadest terms, all subsequent elements of the plan must support, and be in alignment with the vision.

Achieving the vision is the ultimate goal of the strategic planning, policy, funding, and organizational development efforts resulting from this plan. Although our vision is relatively simple and straightforward, achieving it will require a dedicated, concerted effort on the part of every county employee and elected official in the years to come. It is important to note that the vision does not specify technological improvement as the ultimate goal; rather, it makes it clear that information technology is a tool to improve the quality of information and services provided to our customers.

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



VALUES

What principles will we act upon?

The values provide an additional reference point for judging whether we are behaving ethically and responsibly, and in a matter consistent with the County's overall values in the pursuit of our vision.



THE VALUES EXPRESSED IN THIS STRATEGIC PLAN WERE SYNTHESIZED from the perspectives of a wide cross-section of County managers and employees, gathered during a brainstorming session designed to provide guidance and context for the strategic planning effort.

The values are the underlying principles which guide the ways in which the County will act in pursuit of its vision. These principles will require a similar level of conviction from each employee and elected official. They were developed in association with the values for the County Benchmarks and the Strategic Space Plan. The strategic planning committee believes these values should not only support County activities with respect to information technology, but that they should be pursued in all aspects of County government.

As Multnomah County pursues its vision for information technology, the employees and elected officials will:

- Focus on and involve the people we serve.
- Work for the greater good, with
 - ◆ *Respect*
 - ◆ *Integrity*
 - ◆ *Creativity*
 - ◆ *Responsiveness*
 - ◆ *Collaboration*
 - ◆ *Fiscal Responsibility*

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STRATEGIC GOALS

What will we achieve?

The strategic goals describe, in a broad sense, the major accomplishments necessary in order to realize the vision. These were developed based on a county-wide brainstorming session, and help establish priorities and sequencing of the steps to accomplish them.



BECAUSE INFORMATION TECHNOLOGY IS A TOOL FOR IMPROVING THE services the County provides, the vision must be achieved for these service improvements -- not for the sake of improving information technology. The Strategic Goals indicate the ways information technology can effect changes in the way the County does business.

1. Improve access to County information to the public, County employees and other public and private agencies through a cost-effective, widely available electronic infrastructure.
2. Improve the quality of service delivery to the public through the effective use of information technology.
3. Improve public involvement in County processes that formulate County ordinances, policies and budget priorities through the use of information technology.
4. Improve the quality of County decision making by making current and accurate data and information available through the use of information technology.
5. Improve the efficiency and effectiveness of internal County business processes through the effective use of information technology.

In order to achieve all goals, #1 - #5, the County must develop its information technology in such a way as to ensure connectivity, access, data sharing and integration and information usability. In order to do this, the County will:

- Establish connectivity linking County departments with other governmental agencies and other key partners in the provision of public services.
- Provide access to the County's information for all potential internal and external users, while eliminating barriers related to navigation and location.
- Develop common data elements, allowing integrated systems that track clients, services, performance and costs across programs and agencies while protecting data integrity and client confidentiality.
- Assure usability, such that the user can quickly and easily navigate the systems needed.

In addition to the strategies noted above, to achieve strategic goals #4 and #5, the County must:

- Adopt data and document sharing processes that are electronically based, capturing data while reducing the need for handling paper.
- Provide the training and technical assistance necessary to ensure optimal utilization of the County information systems.
- Create a cultural climate in which organizational roles, responsibilities, resources and decision processes are adjusted to support the achievement of information technology goals quickly and cost effectively.
- Eliminate unnecessary duplication of effort and optimize benefits from technology by cultivating the willingness and ability of County programs to share information and resources.

While realizing these five strategic goals, the County must also support the RESULTS campaign and employ continuous quality improvement, business process re-engineering and other appropriate analytical tools and methodologies to examine the processes of doing its work so that bad process are not automated, and that the methods of providing service continue to meet customer needs.

Finally, in order to pursue strategic goals, it is critical that the County's commitment be ongoing and that the effort be continually renewed, by:

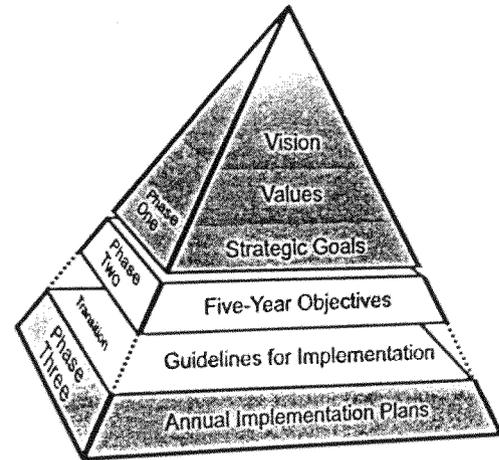
- Recognizing the need to make the commitment for short term resources and continuing investments in information technology to realize long term gains.
- Recognizing the dynamic nature of information technology and periodically assess and update the strategic plan.



FIVE-YEAR OBJECTIVES

What are the landmarks along the way?

The five-year objectives describe the milestones—more specific accomplishments or outcomes to be achieved as we make progress toward realizing our vision.



IN ORDER TO MAXIMIZE THE COUNTY'S INVESTMENT IN INFORMATION technology and to achieve the Strategic Goals, many objectives must be achieved. The objectives listed here are those which the members of the Strategic Planning Team felt it was most imperative to complete in the next five years.

Because of the rapidly changing technological environment, attempting to project that environment even five years from now is not possible. For that reason, the objectives listed here are concerned with outcomes more than methods. An implementation plan will be prepared each year which will specifically describe what projects and tasks will be performed that year in order to achieve these objectives, based on department planning efforts and projected resources available for the following year. The next chapter in this plan, *Guidelines for Implementation*, describes ideas and issues that it is imperative for the implementation plans to include and address. These *Guidelines* provide the link between this Strategic Plan and subsequent department and County-wide information technology efforts.

The objectives encompass the broad realm of information systems; including technology, training, support, funding, organizational structure, the data itself and the myriad of related policies, procedures and support

systems. The objectives have been grouped into major categories: Policy, Service, Technological Infrastructure, Information Management, and Organizational.

- **Policy objectives** communicate the global intent and concerns which will guide the County's information systems progress and must be considered when implementing the other objectives.
- **Service objectives** describe ways in which technology can improve the services the County provides.
- **Technological Infrastructure objectives** describe projects and goals which will create a desired computing and communications structure, including both equipment and applications.
- **Information Management objectives** are concerned with the data and information needed to conduct County business, including the identification, structure, security and integrity of that data.
- **Organizational objectives** are in the areas of organizational structure, funding, training, support and administrative procedures.

Objectives are listed in the following pages by category. The SPIT committee analyzed the organizational readiness, immediate feasibility, interconnectedness or necessary sequencing, and importance of all objectives. Those objectives receiving top priority for the coming year are marked with the following symbol—★. Many objectives are multi-year, and the priority indicates when work could *start*, relative to the other objectives. A table at the end of this chapter lists the objectives and their priority for the next year, identifies which strategic goals each objective will help the County achieve, and indicates those parties who will have to be involved in accomplishing them.



Policy Objectives

The policies listed here provide the ideological framework for the rest of the objectives and for the use of data and information technology in Multnomah County. These policies reflect specific behaviors and attitudes which must become pervasive in Multnomah County in order to achieve the Strategic Goals. Please note that all policy objectives are prioritized for adoption at the time of acceptance of the strategic plan.

P1. Adopt the following policies for Multnomah County:

- P1.a. Multnomah County will pursue improvements in information technology in order to improve the quality, efficiency and customer service of County programs, not merely for the sake of improving the technology.**
- P1.b. Multnomah County recognizes that information technology is not only the purview of technical staff, but involves the entire organization, from the policy makers to the employees and contractors providing services to the public. High-level management has the responsibility to learn about best practices and plan for incorporating technology into the services provided. Elected officials will support and encourage the development and implementation of this knowledge.**
- P1.c. Multnomah County recognizes that data is a corporate asset and must be treated as such. Systems must be developed with the necessary accessibility, security, disaster protection and recovery processes and quality monitoring necessary to ensure data integrity. County programs must strive to balance the confidentiality and access to information required by law.**
- P1.d. Multnomah County will strive to design information systems which will eliminate barriers to access caused by location and language, and will accommodate those with special physical or learning/access needs.**
- P1.e. Multnomah County will actively seek public and private partnership opportunities for the development and acquisition of information technology. Furthermore, the County will assume a leadership role in facilitating inter-governmental cooperation in the region.**
- P1.f. Multnomah County will establish a level of security for its information systems commensurate with the sensitivity of the information, risk and magnitude of loss or harm that could result from improper operation of the system. As external access to County systems is increased, security precautions will be properly upgraded.**
- P1.g. Multnomah County's applications are the responsibility of the chief work unit to which the application applies. These responsibilities include new applications development, maintenance and support of existing applications, technical and user documentation, troubleshooting for users and the coordination or provision of training. In the case of County-wide applications, the appropriate central support division will have the**

the aforementioned services, merely that the work unit, not a central information services organization, is charged with ensuring that these functions occur.

- P1.h. Multnomah County's intent is to meet its software applications and data processing requirements by internal and interagency sharing, public and private partnerships for development, and using commercial or public "off the shelf" applications wherever possible to do so. Furthermore, if these options are not possible for PC level applications, internal applications development should take advantage of the capabilities of the standard office suite whenever possible. Projects will have to demonstrate a compelling cost benefit or inability to meet business needs through these methods before internally developing custom code.
- P1.i. Multnomah County will develop future policies, standards and guidelines for information technology by processes which include employees across departments and across job functions, in order to secure organizational commitment to these new policies and to ensure the recognition of unique work unit needs.



Service Objectives

Achieving the objectives in this section is the key to realizing the strategic goals of improved access to information and improved quality of service to the public. These objectives approach these goals from two directions - internal and external. External service objectives are concerned with systems and processes that impact service provided directly to the County's customers; internal service objectives are concerned with providing the support and information needed to those providing the external services. Addressing both areas is critical to achieving the strategic goals. Improving and expanding the systems that impact the way the County delivers services will have obvious benefits to both the providers and clients of County programs. Improving internal systems should provide cost and time efficiencies, freeing resources for more direct services. Furthermore, the internal systems will be used to provide external information, and so the data in those systems must be improved and transformed into useful information if it is to provide benefit to the community. The County must strive for a balanced approach to achieving these objectives, so that the gains from each side can be realized.

- S1. Each department will be responsible for creating a five-year information technology plan, with annual updates, in order to provide direction to the departmental IT efforts, to ensure that these efforts are in line with the County-wide strategic goals, and to provide policy makers with information for decisions.
- S2. In recognition of the interdependence between various County functions, and with external agencies and governments, information technology plans will be created for strategic "systems" of public services, in order to coordinate efforts and maximize the value to all partners of resources invested.
- S3. Pursue interactive, public electronic access to government information and the provision of government services to the public via telecommunications, the Internet and kiosks in public venues. Specific projects will be determined by the department plans. They should include, but not be limited to, providing users with the ability to:
 - S3.a. Display and/or download of published government documents (BCC agendas, budget document, audits, etc.)
 - S3.b. Display and/or download of other published materials
 - S3.c. Write/read electronic bulletin board messages to/from elected officials and County programs
 - S3.d. Participate in interactive electronic public meetings
 - S3.e. Have 24 hour access to property information
 - S3.f. Access a database of adult foster care facilities
 - S3.g. View court dockets
 - S3.h. Apply for pet licenses

S3.i. Record documents

S3.j. Apply for land use permits

S3.k. Schedule a health clinic appointment

- S4. Implement electronic data interchange (EDI) with outside service partners, banks, title companies, and other government agencies in order to reduce or eliminate the need for:
- paper forms;
 - travel and other expenses incurred in the physical exchange of information;
 - time, expense and error probability caused by redundant data entry.
- S5. Implement applications for electronic data access and sharing within the County to reduce or eliminate:
- the need for paper forms;
 - multiple databases containing the same information;
 - travel and other expenses incurred in the physical exchange of information
 - time, expense and error probability caused by redundant data entry.
- S6. Provide on-line access for County employees to current versions of all County published documents, policies, procedures, administrative rules, phone directory, agendas and ordinances. Include external documents as necessary and possible (e.g., ORS, State administrative rules, etc.)



Technological Infrastructure Objectives

The objectives in this section reflect specific technological goals the County must achieve to reach the Strategic Goals. None of the systems, or systems related projects described here will cause the Strategic Goals to be manifest; however, they will provide the communications, access and efficiencies which will enable people to achieve those goals for Multnomah County.

- T1. Build wide area network (WAN) links to all County programs, partners and agencies.
- T2. Provide on-site and remote access to the County's information systems and the Internet in order to ensure that *all* employees have computer access to the information they need to do their jobs when and where they need it.
- T3. Provide user-friendly ad hoc report creation and database search tools which allow any authorized user to access and use (not change) data from any County application.
- T4. Develop and implement a comprehensive strategy for making geographic information systems (GIS) tools available throughout the County.
- T5. Develop and implement a comprehensive strategy for making document imaging tools available throughout the County.
- T6. Develop and implement a comprehensive strategy for making Internet and World Wide Web tools available throughout the County.
- T7. Expand electronic conferencing/meeting/work group capabilities throughout the County to reduce the need for the time, travel and space that face-to-face meetings require.

Standards

The objectives in the area of standards are designed to facilitate making data widely available and improving internal effectiveness. The standards are intended to provide consistency and interoperability, and to remove the necessity of research by a multitude of County programs each time a technological purchase is planned - not to create a rigidity which eliminates the benefits inherent in desktop computing. **The creation of an assessment and migration plan is a critical and required component of implementing each standards objective.**

- T8. Adopt and implement the Open-Systems standards described in State of Oregon Senate Bill 1210⁶ (1990) and related documentation for:
 - equipment and software above the desktop level, including LAN/WAN hardware, software and cabling;
 - interoperability across platforms;
 - protocols.

⁶Complete text of SB 1210 and related procedures and rules can be found in the Appendix

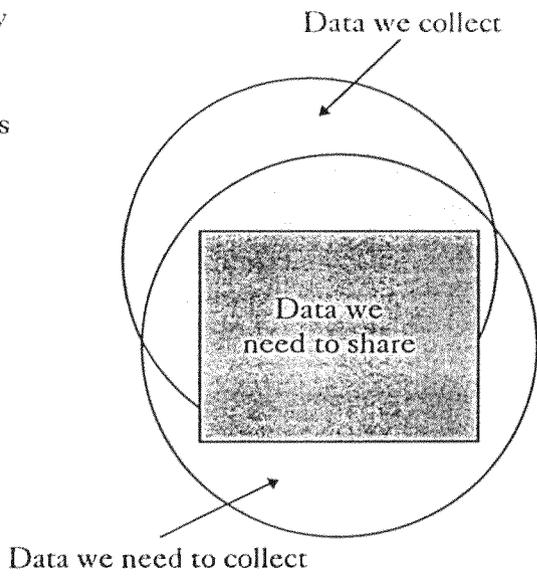
- T9. Create and implement a "two-tiered" desktop hardware standard. Tier 1 outlines the minimum configuration for new acquisitions and Tier 2 the minimum configuration to be retained by County operations. A "minimum configuration" specifies a processor type, processor speed and amount of RAM.
- T10. Determine and implement a one vendor, office "suite" which contains at least word processor, spreadsheet, database and e-mail capabilities to be used as the County standard for desktop applications of these kinds.
- T11. Create communications/electrical standards for County workspaces, which will become a mandatory requirement in all County new construction and remodeling projects.
- T12. Develop and implement a set of standard application development tools and methods in order to facilitate application sharing and provide a similar "look and feel" of applications County-wide.
- T13. A list of recommended PC configuration and peripheral equipment should be developed to provide guidance for departmental purchases in areas the standards do not address.



Information Management Objectives

In order to meet the goals of data sharing and integration, and improve the speed, efficiency and service of County programs, and improve decision making, it is imperative to move away from the current data model where many work units are maintaining the same or similar data in a vast variety of formats, often unreadable between work groups. It is a key requirement of the County's RESULTS initiative to have databases of performance measurement information that can be accessed by anyone within the organization. Data and information, quite simply, are critical components of all County operations. Developing the desired organizational capabilities in the areas of data management, access and sharing will be a major effort, and is a key element of this plan. Achieving the objectives in this section will allow the County to develop information systems which are accessible, non-duplicative, secure, timely and accurate.

11. Identify the following data in Multnomah County operations:
- Data currently collected by the work unit
 - Data currently needed *by the work unit* to serve its customers, by customers and service partners *from the work unit*, by customers and service partners *about the work unit or its customers and to measure the performance* of the work unit
 - Of the needed data, what elements are necessary to share among work units, among customers, among other partners in providing service?



12. Develop and implement data standards around shared data elements that support current/planned business needs and applications.
13. Develop and modify systems such that data is entered by that person or program with "custody" of the source of the data, but can be used by all parties who need it. The custodial programs are then responsible for the initial timeliness and quality of the data available.
14. Create and implement minimum standard security protocols for hardware and software in order to facilitate a similar "log in" procedure across platforms and applications.
15. Develop and implement a County-wide program for disaster avoidance and recovery for data and applications.
16. Develop a countywide database of existing applications which identifies the platform, authorized users, processing functions, data elements, sources of these data, outputs and customers of each application.



Organizational Objectives

Achieving the Organizational Objectives will require some of most significant changes in the way the County does business. They are listed last to emphasize that organizational changes must be driven by all of the other objectives and goals - the County must decide what it wants to achieve and then build the foundation which supports those goals.

01. Create and fill the new position of Director of Information Technology (DIT), reporting to the County Chair, who will provide leadership and direction in achieving the County's strategic vision and will be responsible for the central information services organization.
02. Place all centralized IT functions under the DIT, thereby moving the current ISD from DES to Non-Departmental. See the *Guidelines for Implementation* for this objective for further information of what functions should be centralized.
03. Adopt the Strategic Plan by resolution, and repeal Ordinances 511 and 671 to eliminate the Data Processing Management Committee by December 31, 1995.
 - The DPMC created the DPMC Operating Staff and the Strategic Planning for Information Technology Team; therefore, those groups will also be eliminated.
 - Because technology is a means to meet business needs, IT issues and policies follow directly from business or operations issues, concerns and needs. Take advantage of the expertise on the County's existing Operations Council to provide business and policy guidance regarding IT.
 - Create a new on-going committee called the Information Technology Council (ITC) which will consist of the department IT Coordinators, *and* other appropriate technical professionals in order to provide input on County-wide IT issues and provide a forum for the discussion of technical topics.
 - See *Guidelines for Implementation* for further discussion of the roles of the Operations Council and the ITC.
04. Provide an annual review of centrally provided IT services, the costs of providing those services (including comparison to other providers), and the quality of the services provided.
05. Departments will designate one person as the departmental "IT Coordinator." This person will be the focal point for IT in the department, and will be responsible for coordinating activities and information regarding IT-related budget, people, systems and needs. Important: This person does not necessarily perform the IT functions, he/she is just responsible for acting as an information repository and providing coordination.

- O6. Develop departmental capacity to perform IT functions which are most appropriately determined at the business unit level. Many of these activities will be centrally coordinated or tracked; however, the responsibility for making them happen lies with the business units. Given the disparate nature of County operations, each business unit will have to determine how to best perform these duties within their operations. See the Guidelines for Implementation for this objective for further information about these functions.
- O7. Create and implement standard information systems-related job classes in order to attract and maintain a high-quality technical workforce and ensure equity of pay and responsibilities across the County.
- O8. Create and implement a "central stores"-type process in order to streamline and facilitate the acquisition of IT equipment and software and take advantage of volume purchasing discounts.
- O9. Create and implement a training program that provides the necessary information technology training for each employee in order to ensure optimal utilization of County information systems.
- O10. Create the organizational capacity to diagnose users' problems in a timely, efficient and cost-effective way, so that a user does not have to determine the source of the problem in order to receive technical support.
- O11. Create and implement a system of services to solve users' problems in a timely, efficient and cost-effective way.
- O12. Create and implement a system of services to provide for the on-going operations needs of County information systems in a timely, efficient and cost-effective way. See Guidelines for Implementation for a description of these functions.
- O13. Create and implement a system of services to provide for applications development and maintenance in a timely, efficient, functionally effective and cost-effective way. See Guidelines for Implementation for a description of this issue.
- O14. Develop and implement a centralized network of coordination, structure and standards to facilitate knowledge transfer between dispersed functions.
- O15. Develop and implement a comprehensive telecommuting strategy to enable employees to perform job functions from home or alternate work locations



Funding Objectives

The objectives around funding are designed to address the question of how to pay for all the new information technology objectives on the prior pages. The following objectives address using current resources more effectively, determining and providing appropriate funding to maintain the County's IT investments, and the development of new resources. See the Guidelines for Implementation for definitions of IT capital, "hard" and "soft" cost savings

- O16. Convene a panel of outside experts in IT/Finance to advise on IT financial policies, The purpose of this group is to establish appropriate capital benchmarks, and provide a community/customer perspective on "aggressiveness" of replacements, upgrades, etc.
- O17. Create a system to adequately plan for, maintain and acquire IT capital in order to maximize and preserve the County's investments in these assets. Elements of this system include:
 - Replacement funding accounts
 - A revolving "pool" of funds to finance IT projects which cause enough "hard dollar" savings to pay back this "pool"
 - The use of the current General Fund "new development special appropriation" for capital projects by refining and expanding the "internal RFP" process, requiring some % of match from departments for these funds.
 - The IT equivalent of the facilities Capital Improvement Program (CIP) Plan, and using this plan to make capital funding decisions.
- O18. Develop an information systems capital funding policy for inclusion in the County's Financial *and Budget Policy*, in recognition of the fact that maintenance and upgrade are as necessary to the County's information systems as they are to its facilities.
- O19. Develop ways to use County financial systems to more readily identify what the County spends for information technology in order to provide a basis for maximizing the value received for the IT dollars spent.
- O20. Make no immediate change to the current funding or support of mini-/mid-range computers at this time. Future goals are to:
 - Simplify and reduce costs of operations and maintenance of the hardware by centralizing the mid-range/mini-computer "boxes".
 - Optimize the total County investment in these technologies by centrally coordinating capacity planning for mid-range/mini-computers, especially when new purchases or upgrades are planned.
- O21. Establish a funding policy in which "soft" cost savings should remain with the departments, due to the difficulty of quantifying them, and to provide incentives to streamline and automate operations.

O22. Actively and aggressively pursue funding ideas other than the General Fund or "regular" program revenues, such as

- Grants;
- "Entrepreneurial" activities;
- Fees for "value added" information;
- SIP Community Service Fee;
- "Hard" dollar cost savings from IT projects;
- Partnerships;
- Advertising;
- Finding markets for applications developed by Multnomah County;
- Public sponsorships.

O23. Account for General Fund ISD service reimbursements in the appropriate departments/ divisions/programs rather than the current non-departmental special appropriation for data processing in order to begin to provide business units with responsibility and accountability for their mainframe applications.

O24a. Fully develop a conceptual model and implementation plan for funding PC costs via a "flat fee." See *Guidelines for Implementation* for a description of this concept, and the issues regarding its implementation.

O24.b. Implement the plan for funding PC costs via a "flat fee."



GUIDELINES FOR IMPLEMENTATION

What are the subtle details?

While it is beyond the scope of this document to provide the specific, detailed steps necessary to implement the objectives, the guidelines for implementation provide some suggestions for important points not to miss along the way.



DURING THE DEVELOPMENT OF THIS STRATEGIC PLAN MANY IDEAS AND issues surfaced relative to the implementation of the plan, although it is beyond the scope of this document to list the specific steps necessary for each objective. This section identifies those issues and concerns which must be addressed by those charged with implementing each objective. Furthermore, the objectives were chosen and prioritized with the assumption that the concerns could be adequately addressed.

Service Objectives

<u>Obj #</u>	<u>Description</u>	<u>Guidelines</u>
S1	Department Plans	<ul style="list-style-type: none"> • This plan will be reviewed prior to budget development by the Department and the DIT. • The plans will be used for making operational and funding decisions. • The Operations Council and the DIT should work together to create a plan format, and begin with the Library's Automation Plan as a model. Some ideas of what this plan should contain are: <ul style="list-style-type: none"> ◆ Vision of where the business unit will be in 5 years ◆ Analysis of where the business unit is currently ◆ Identify critical issues/opportunities with respect to IT ◆ Identification and discussion of "best practices" in the department's area of business; analysis of how the department compares.

<u>Obj #</u>	<u>Description</u>	<u>Guidelines</u>
S1	Dept. Plans, Continued	<ul style="list-style-type: none"> ◆ Discussion of inter-departmental/inter-agency linkages and cooperative efforts ◆ Discussion of how the department's plans fit with the county-wide Strategic Plan ◆ Action plans/project identification ◆ Appendix that does a year by year project/process roll-out • The plan prepared in 1995-96 should be a "short form" due to time constraints. (Proposed completion 12/31/95) This short plan should build on the work necessary for the Infrastructure Fund "RFP," and efforts for the two should mesh. The Operations Council should develop the "short form" format. Ideas for this short plan's contents are: <ul style="list-style-type: none"> ◆ Describe what you are doing currently. ◆ Describe what is known at this time about where the business is going technologically. ◆ Identify a limited number of critical issues/opportunities. ◆ Listing of inter-departmental/inter-agency linkages and cooperative efforts ◆ Describe how the department plans to migrate to the county standard desktop hardware and software. ◆ Describe plans for making PC access available to all employees. • Ultimately, the departmental IT Coordinators will be responsible for ensuring that the IT plan is completed. The department's Operations Council representative should have this responsibility in FY 1995-96. • One plan should be created for Non-departmental functions. • Each member of the BCC, the Chair, and the Auditor should decide whether they want to create separate plan, a plan for some combination of them, or combine with the non-departmental plan. • ISD will create a business plan which would contain many of the same elements as the department plans. The review of their plan should be a piece of the proposed customer review process.
S2	"System" Plans	<ul style="list-style-type: none"> • The data index, as described in Objective I1, is a critical component of these plans.
S3	Electronic information and services	<ul style="list-style-type: none"> • Projects to meet this objective listed here should be considered the minimum projects which must be accomplished in this area. • Implementation plan must provide a mechanism by which departments annually determine further projects toward this objective



<u>Obj #</u>	<u>Description</u>	<u>Guidelines</u>
S3	Electronic information and services (cont.)	<ul style="list-style-type: none"> • Implementation of this objective must include customer input as to the types of information and access most desired. • Implementation of this objective as a whole, and of individual projects, must discuss ways to partner with other governments in order to make jurisdictional boundaries more transparent to citizens. • Projects should actively seek public and private partnerships to reduce costs. • Implementation plan should explore the use of fees to recover costs for "value added" County information and services. • Implementation of this objective should include clarification of the roles of the Library, the departments and central Information Services in the provision of services, information and equipment to achieve this objective.
S5	Electronic data access and sharing	<ul style="list-style-type: none"> • Priorities for implementation should balance simplicity and cost of an individual project against the urgency of the business need. Agenda placement, budget and personnel systems are high priority projects. • New systems should take advantage of applications already developed whenever possible. • Security/sign-off provisions should be implemented in electronic form. County Counsel clarification regarding legal status of electronic "signatures" should be part of implementation. • New applications should be developed within standard office suite whenever possible. • Implementation should strive for a similar "look and feel" and learning curve between the various areas in which there will be electronic data sharing. • Data standards (objective I3) should be used to facilitate this process.
S6	On-line documents	<ul style="list-style-type: none"> • Implementation of this objective should begin immediately and continue until all relevant documents are available. • Implementation plan should include methods and responsibilities for continual update of available materials.

Technological Objectives

<u>Obj #(s)</u>	<u>Description</u>	<u>Guidelines</u>
T2	Remote and on-site computer access for all employees	<ul style="list-style-type: none"> • The intent of this objective is not for each employee to have a computer, but to have access to one. It is recognized that in many work situations, a kiosk, or dial-in capabilities for field employees with laptops is a better solution than a desktop computer. Departments will need to prepare individual plans about how best to achieve this objective. • It is intended to provide dial-in capabilities from the appropriate employees homes, and from other remote sites. The implementation plan will need to address security, labor laws and other relevant issues in conjunction with technically achieving the objective. • Implementation should strive to create a consistent and cost effective method for County employees to access the Internet. Graphics capabilities should be provided.
T3	Ad-hoc report writer	<ul style="list-style-type: none"> • Implementation of this project should begin with databases contained in County-wide mainframe applications and progress throughout the organization.
T4	GIS	<ul style="list-style-type: none"> • This effort must be pursued in conjunction with other local governments • The strategy must: <ul style="list-style-type: none"> ◆ recognize the importance of both the development of the maps and the development of the data; ◆ identify the business needs that can be met using the technology; ◆ include non-traditional uses of GIS; ◆ include steps to minimize the duplication of development efforts across the County and between jurisdictions; ◆ include methods to achieve desired outputs for both internal and external customers; ◆ be developed in close conjunction with the strategy regarding document imaging (objective T5) in order to reduce redundancy of equipment and efforts; ◆ include a discussion of the roles and responsibilities of various County and non-County entities; ◆ include a funding plan. ◆ Data standards developed under objective I3 should enable the use of the data on a GIS.



<u>Obj #(s)</u>	<u>Description</u>	<u>Guidelines</u>
T5	Imaging	<ul style="list-style-type: none"> • The strategy must: <ul style="list-style-type: none"> ◆ be developed in close conjunction with the strategy regarding GIS (objective T4) in order to reduce redundancy of equipment and efforts; ◆ identify the business needs that can be met using the technology; ◆ address how imaging can be used to reduce the need for data entry; ◆ address legal concerns regarding storage of images rather than paper; ◆ include methods to make images available to authorized users throughout the County, not only where the image is originally created;
T6	Internet	<ul style="list-style-type: none"> • The strategy should: <ul style="list-style-type: none"> ◆ describe current efforts; ◆ clearly define roles and responsibilities for different County agencies, especially the Library and ISD; ◆ discuss security issues; ◆ address guidelines for employees' and elected officials' usage of County access to the Internet and World Wide Web.
T7	Electronic conferencing	<ul style="list-style-type: none"> • Although the implementation of this objective should ultimately include voice, video, and document sharing capabilities, the project should begin by including whichever of these features are currently possible given the capacity of current wiring. • This objective specifically includes expanding video arraignment capabilities.
T8-T12	All standards objectives	<ul style="list-style-type: none"> • It will be necessary to create a process by which a work unit can demonstrate a "compelling business need" and be granted an exception to following County standards. Definition of "compelling business need" is an outstanding issue. Furthermore, exceptions granted may not interfere in participation in or communication across the County-wide information infrastructure. • Standards must be developed using a process which involves people from a variety of departments, in a variety of job functions. • Migration feasibility must be strongly considered while developing the implementation plan for the standards objectives, and a migration plan must be developed for each standard.

<u>Obj #(s)</u>	<u>Description</u>	<u>Guidelines</u>
T8	Open Systems	<ul style="list-style-type: none"> • An assessment of current systems and planned/funded systems upgrades and how well they comply with Open Systems standards is a necessary first step in implementing this objective. • Protocols include naming conventions. • Migration for non-compliant systems should be prioritized by factoring in: <ul style="list-style-type: none"> ◆ the barriers non-compliance is or is not creating; ◆ the functionality of the current system; ◆ cost of upgrades; ◆ availability of compliant systems for the particular business process.
T9	2-Tiered Desktop Hardware Standards	<ul style="list-style-type: none"> • It is imperative to remember these are minimum standards, and that department needs may warrant a more powerful desktop machine. • Development of the minimum "purchase" standard should balance technological foresight with technical and cost effectiveness. • Development of the minimum "keep" standard should balance cost of upgrades against the ability of hardware to run desired applications. Minimum hardware must be able to run any County standard software. • A migration plan for those machines which do not meet the minimum "keep" standard must be developed and funded.
T10	Office Suite	<ul style="list-style-type: none"> • Standard selection process must compare the abilities of the different products to meet Multnomah County needs; the historical and long-term viability of the products; and the willingness and ability of the vendor to assist with migration. • Implementation must include a thorough inventory of current licensed software (of application types in suite) currently in use in the County, as well as an inventory of applications/documents or macros that have been developed using office suite-type applications. • Migration plan must include: <ul style="list-style-type: none"> ◆ Funding plan for purchase of software; ◆ Coordination with migration to minimum hardware standard for machines that can not run standard office suite; ◆ Resources and plan to convert existing documents, applications and macros developed using non-standard products; ◆ Definition of roles and responsibilities to enable the migration; ◆ A consideration of the barriers that non-complying products are creating when prioritizing the order of migration;



<u>Obj #(s)</u>	<u>Description</u>	<u>Guidelines</u>
T10	Office Suite, Continued	<ul style="list-style-type: none"> ◆ Interim guidelines regarding the acquisition and up-grade of software until the migration is complete; ◆ Training, training, training! Both a plan and funding must be included. Scope of training must recognize various types and levels of training needed (for example, there will be users who have never used <u>any</u> database software; users who know a product in DOS, but not Windows; users who are changing from one Windows package to another; and so on.)
T11	Workspace standards	<ul style="list-style-type: none"> • It is intended that different requirements be developed for different types of space

Information Management Objectives

<u>Obj #(s)</u>	<u>Description</u>	<u>Guidelines</u>
I1	Data Index	<ul style="list-style-type: none">• This inventory index should be of data collected in automated and non-automated ways, across all media and platforms.• Data elements “needed” should include those for program evaluation and outcome measurement.• This process is a critical element in creating the “system” plans as described in Objective S2.
I2	Data standards	<ul style="list-style-type: none">• It will be necessary to create a process by which a work unit can demonstrate a “compelling business need” and be granted an exception to following County standards, as described under the Guidelines for Technical Objectives.• Data standards developed should:<ul style="list-style-type: none">◆ enable the use of the data on a GIS (Objective T8);◆ facilitate electronic data sharing (Objectives T2 and T5);◆ enable cross-department applications development.
I3	Data “custody”	<ul style="list-style-type: none">• Implementation of this objective should be in conjunction with those for Data Standards (Objective I2) and Electronic Data Sharing (Objectives T2 and T5).
I4	Data security	<ul style="list-style-type: none">• Systems with more intensive security requirements should be designed with more robust security features in addition to these standards.
I5	Disaster recovery	<ul style="list-style-type: none">• The implementation plan for this objective should include an audit of mission-critical applications to ensure the appropriate controls are in place.• The implementation plan should address regular back-up and archival procedures.• The implementation plan should include the identification and use of work unit “data stewards” who will have primary responsibility for the integrity of the data of that work unit.



Organizational Objectives

Obj #(s)	Description	Guidelines
O1	Director of Information Technology	<ul style="list-style-type: none"> • Recognize that this position is designed to facilitate improvements in service delivery through the use of information technology to both internal and external customers; performance evaluation and functions of the central Information Services should reflect this purpose. • Qualities of the “perfect” candidate for this position include: <ul style="list-style-type: none"> ◆ Leadership ◆ Customer service orientation ◆ Knowledge of quality tools and techniques ◆ Recognized leader in the field of technology ◆ Excellent negotiation/partnership building skills ◆ Visionary ◆ Ability to bring out the best in others ◆ Sense of humor ◆ Intelligence ◆ Experience ◆ Vision and values aligned with those in this strategic plan • This person will provide the leadership and coordination necessary to implement this plan. • This person will be responsible for the central Information Services Division.
O2	Central Information Services Division	<ul style="list-style-type: none"> • The centralized functions should include the following: <ul style="list-style-type: none"> ◆ Mainframe hardware operations, maintenance, and problem resolution ◆ WAN development, operations, maintenance, and problem resolution ◆ Telecommunications operations, maintenance, and problem resolution ◆ Maintenance of central database of IT-related contractors/vendors ◆ Maintenance of central database of existing applications and the data elements they contain ◆ A small core group of project managers ◆ Maintenance of library of documentation of County standards/applications ◆ Evaluation of new technologies, and coordination of other evaluations of new technologies ◆ Strategic planning coordination ◆ Training program content coordination

<u>Obj #(s)</u>	<u>Description</u>	<u>Guidelines</u>
O2	Central ISD, Continued	<ul style="list-style-type: none"> ◆ Facilitation of compliance with standards and policies, including coordination of activities, education, dissemination of information and documentation ◆ Audits of IT projects ◆ Intergovernmental agency coordination (proactive) ◆ Leadership for IT direction (not decision making) ◆ Coordination and review of department and "system" IT plans ◆ Coordination and oversight in the areas of inventory, license compliance, disaster planning and recovery and security • The central Information Services' mission will include the following principles: <ul style="list-style-type: none"> ◆ Emphasis on customer service ◆ Team work with our customers and vendors ◆ Take a whole-County and regional point of view ◆ Look for regional opportunities
O3	Committees	<ul style="list-style-type: none"> • If an issue contains policy implications beyond the scope of the Operations Council, any of the County's elected officials may convene a forum of high-level management (department managers/elected officials). • Role of the Operations Council: <ul style="list-style-type: none"> ◆ Prioritize business issues; ◆ Identify policy issues; ◆ Define general IT guidelines; ◆ Operationalize IT policies; ◆ Service review (Objective O4). • The ITC: <ul style="list-style-type: none"> ◆ It is expected that the attendees will vary somewhat depending on the subject of any given meeting. • This Council will: <ul style="list-style-type: none"> ◆ Meet regularly to discuss technical issues; ◆ Provide support to the DIT and the Operations Council in implementing plans, policies and procedures; ◆ Raise issues to the DIT; ◆ Respond to issues raised by the IT or the Operations Council; ◆ Discuss linkages (efficiency possibilities, coordination) between business units; ◆ Share department plans; ◆ Figure out how to specifically implement technical aspects of policies; ◆ Share technological knowledge; ◆ Form ad-hoc sub-committees as needed for specific issues.



<u>Obj #(s)</u>	<u>Description</u>	<u>Guidelines</u>
O4	Annual service review	<ul style="list-style-type: none"> • The Operations Council should be the audience for this review. • This review is intended to replace an outside committee (other than the BCC) reviewing the central ISD's actual budget. • The central ISD's budget should be built based on the input received during this review.
O5	IT Coordinator	<ul style="list-style-type: none"> • One coordinator will be designated for the combined Chair/BCC/MSS/Auditor/TSCC.
O6	Departmental IT functions	<ul style="list-style-type: none"> • Functions that should be performed in the business units: <ul style="list-style-type: none"> ◆ IT professionals understanding the "business" of the unit. ◆ IT Plans (Objectives S1 & S2) ◆ Training and pro-active assistance on non-County-standard IT hardware and software ◆ IT planning ◆ IT budgeting ◆ Research new/appropriate technologies - especially for business unit specific things ◆ Inventory ◆ License compliance ◆ IT acquisitions ◆ Data collection/statistical analysis/reporting ◆ Disaster planning/recovery/data management ◆ Security/controls
O7	Job classes	<ul style="list-style-type: none"> • These include job classes for technical employees in both the central IS and in the departments. • The goals of these new job classes are to: <ul style="list-style-type: none"> ◆ Provide consistency in classification and pay among people performing similar functions ◆ Provide a cross-County career path for technical employees ◆ Be competitive in the Portland metropolitan area market ◆ Identify skill gaps within the County, and create positions and hire employees to fill them. • The job classes should be regularly reviewed and updated to reflect the rapidly changing technologies with which they are aligned.

<u>Obj #(s)</u>	<u>Description</u>	<u>Guidelines</u>
O8	"Central stores" acquisition process	<ul style="list-style-type: none"> • The implementation plan for the "computer store" must demonstrate how to achieve the following goals for the new acquisitions process: <ul style="list-style-type: none"> ◆ Full-service operation ◆ Optional to participate or use ◆ Competitive pricing and excellent service ◆ Eliminate duplication in ordering/creating product specifications/consulting ◆ Centralized management of vendor relationship ◆ Single point of contact within County from (users or buyers) perspective. ◆ PC's delivered fully configured, fully loaded to the desktop, fully tested, fully functional ◆ Ensure quality and County-wide compatibility of products /services (a clearinghouse function) ◆ Track problem calls ◆ Maintain good record-keeping on equipment County-wide, good working knowledge of needs of departments ◆ Provide flexibility to meet user needs ◆ Maintain current market knowledge and ability to translate for county users ◆ Expedite and streamline the process of purchasing and delivery ◆ Provide just-in-time delivery arrangement (do not stock inventory unless cost-effective to do so)
O9	Training	<ul style="list-style-type: none"> • Training should be available during all shifts, in a variety of media and formats (classes, video, audio, on-line, etc.) • Standard skill sets and desired competency levels should be developed by job class or job function. • A standard set of training tools should be developed around County-wide and standard applications. • This standard training should be included with and coordinated with other standard County training. • A individual who demonstrate the necessary standard skills would be trained to a higher competency. (Don't train people in things they already know how to do) • A cost-benefit and service level analysis should be performed to determine whether this service could be effectively outsourced. • The implementation plan must address migration from the County's current methods. • The implementation plan must include a performance measurement feedback loop. • A centralized database of all (not just IT) necessary and performed training for each employee should be developed and maintained.



<u>Obj #(s)</u>	<u>Description</u>	<u>Guidelines</u>
O9	Training, Continued	<ul style="list-style-type: none"> • The training plan should include peer training and user groups. • The implementation plan should include developing an assessment of the current technology skills of every employee.
O10	Problem Diagnosis	<ul style="list-style-type: none"> • The major goals for this service are that it is expedient, convenient to the user, and is available 24 hours/day, 7 days/week, 365 days/year. Service may be delivered differently at different times. • The points of contact for the user should be minimized. • Minimum service standards should be developed; the implementation plan should first be concerned with how to bring all County organizations to at least this minimum acceptable standard. • Those performing this diagnostic function should be dispersed geographically throughout the organization. Deployment method need not follow "departmental" lines. • The diagnostician role must be acknowledged as a legitimate job function, and not delegated to "power users" with other full-time responsibilities. • A cost-benefit and service level analysis should be performed to determine whether this service could be effectively outsourced. • The implementation plan must address migration from the County's current methods. • The implementation plan must include a performance measurement feedback loop.
O11	Solving Problems	<ul style="list-style-type: none"> • This function includes troubleshooting, answering questions and repairs for existing, installed hardware and software. • This function should be outsourced from a centrally managed contract for the standard desktop operating system and office suite. • This function should be provided from a centrally managed unit for <ul style="list-style-type: none"> ◆ WAN ◆ Telecommunications ◆ Mainframe hardware • The responsibility for applications support lies with the primary business unit for that application. Further study must be completed to determine how best to provide that applications support. It is likely that the best method will vary by application/business unit. • Undecided: LAN and PC hardware support⁷

⁷Definition and discussion of "LAN administration and PC support" can be found in the Appendix.

<u>Obj #(s)</u>	<u>Description</u>	<u>Guidelines</u>
O12	Operations & Maintenance	<ul style="list-style-type: none"> • This objective refers to the functions of installation of new software and equipment, upgrade of existing systems, routine maintenance, and enabling users to access and use County systems. • This function should be provided from a centrally managed unit for <ul style="list-style-type: none"> ◆ WAN ◆ Telecommunications ◆ Mainframe hardware • The responsibility for applications operations and maintenance lies with the primary business unit for that application. Further study must be completed to determine how best to provide that applications support. It is likely that the best method will vary by application/business unit. • Undecided: LAN and PC hardware operations and maintenance.
O13	Applications Development and Maintenance	<ul style="list-style-type: none"> • The scope of projects under consideration are those that would encompass a design for multiple users, or for repetitive (ongoing) use. For these applications, the use is independent of the original developer (i.e., the need will continue independent of the employment of the developer and should be tied to a specific job function). This definition will include applications where the data isn't shared. • A full discussion of the issues and concerns regarding applications development and maintenance is found in the Appendix.
O14	Knowledge transfer	<ul style="list-style-type: none"> • It is recognized that there are many services which are provided better when the personnel and responsibility for them are dispersed throughout the organization. This objective requires a method to be developed for those performing these dispersed functions to exchange information, so that they can: <ul style="list-style-type: none"> ◆ Provide each other with problem solutions; ◆ Work collaboratively on common projects; ◆ Be educated and aware of what is going on County-wide; ◆ Consider potential impacts on others; ◆ Develop a peer support network.
O15	Telecommuting	<p>Strategy and policy development should begin with the State of Minnesota's <i>Telecommuting Guideline</i>, and Alameda County's <i>Telecommuting Program Handbook</i>,⁸ which should be modified to meet Multnomah County's needs.</p>

⁸These two documents can be found in the Appendix.



<u>Obj #(s)</u>	<u>Description</u>	<u>Guidelines</u>
O16-O24	Funding	<ul style="list-style-type: none"> • Definitions for the funding objectives: <ul style="list-style-type: none"> ◆ Define “IT capital” to include the following: <ul style="list-style-type: none"> ◦ Mainframe ◦ WAN ◦ Minis/midrange ◦ Telecommunications ◦ Other hardware with a useful life of (x) years or a cost of (y) dollars ◦ Software/applications with a useful life of (ξ) years or (ψ) dollars ◦ <i>The variables above should be defined with the help of the “outside experts” - see Objective O16.</i> ◆ Define “hard dollar savings” as: <ul style="list-style-type: none"> ◦ Specific, identifiable expenditures that will no longer have to be made, or will be reduced, as a result of an IT project. Examples are maintenance contract charges, system upgrade fees, etc. ◆ Define “soft dollar savings” as: <ul style="list-style-type: none"> ◦ Savings which result from IT projects which are not exactly attributable to the project itself, or are not identifiable. An example is a clerk’s ability to process more forms due to an imaging system and change in paper flow process.
O16	Outside Experts	<ul style="list-style-type: none"> • Encourage one of our Strategic Investment Program (SIP) partners to take a leadership role in convening this panel. • Panelists should include representatives from financial institutions, technological leaders, other public entities, and other businesses of similar size to Multnomah County. • County programs should provide this group with necessary information about County programs and our projected suppliers’/customers’ needs, so that they can make informed recommendations.
O17	Capital	<ul style="list-style-type: none"> • Recommendations around funding IT capital: <ul style="list-style-type: none"> ◆ Replacement funding should be amortized over the useful life of the capital asset and charged to the users during this time. Determination of this “replacement cost” should include known upgrade, expansion or technology change needs that will be incurred at replacement.

<u>Obj #(s)</u>	<u>Description</u>	<u>Guidelines</u>
O17	Capital, Continued	<ul style="list-style-type: none"> • Recommendations around funding IT capital, continued: <ul style="list-style-type: none"> ◆ Recognize that there are many capital projects, especially software projects, for which we would incur substantial "up-front" costs to upgrade or replace, but would generate enough "hard" cost savings (via elimination or reduction of maintenance contract costs, etc.) to pay for the project in a relatively short time, after which these savings would truly reduce overall costs to the County, in addition to "soft" cost savings due to efficiencies and productivity increases. Therefore, projects should move forward when these factors are present. ◆ In order to provide this "up-front" funding, create a revolving "pot" of money that would be repaid from the savings incurred. ◆ The "internal RFP" process is being piloted with the "infrastructure" money for FY 95-96. ◆ The development of the IT CIP plan should link with the development of the department and "system" IT plans.
O18	Mid-range systems	<ul style="list-style-type: none"> • The initiative to centralize hardware can not be studied in-depth, nor implemented in any area, until WAN technologies evolve and are implemented. • Any future analysis or implementation should build in capacity for departments to choose from service level "options."
O23	General Fund Service Reimbursement	<ul style="list-style-type: none"> • The General Fund constraint should be on these work units, not on ISD. Departments will be (to the best extent possible) held harmless the first year (as in the deployment of the Facilities Fund). The DP fund will no longer pay indirect; customers will pay indirect on their service reimbursements. • When billing for ISD services, programming support/maintenance will be billed separately from access time. In general, the billing system and statements should accurately reflect individual behavior and allow for customers to identify the results of their choices, and to be able to exercise choices in the type of service they receive from ISD. • Migrating to this service choice/charge-back model will be a cooperative effort which is likely to require several iterations before it satisfies all participants.



<u>Obj #(s)</u>	<u>Description</u>	<u>Guidelines</u>
O24	"Flat-fee" PC funding	<ul style="list-style-type: none"> • The concept: <ul style="list-style-type: none"> ◆ Determine "adequate minimum" service, replacement, upgrade and support levels for: <ul style="list-style-type: none"> ◦ PC standard hardware ◦ PC standard software ◦ Training on these standards ◦ Technical support and LAN administration "utility" functions ◆ Add up what it would cost annually to provide these services to all PC users, via whatever mechanisms were determined to be optimal for the County. ◆ Divide this total by the number of PC's in the County. The result would be an annual charge that each department would pay for each PC, to receive the services listed above. • A discussion of the issues and concerns associated with this concept can be found in the appendix.



ANNUAL IMPLEMENTATION PLANS

What course corrections do we need to make?

Annual implementation plans make this a flexible document. It is intended to cover a five-year horizon, during which time much will change. Annual implementation plans allow the strategic plan to be continually updated.



The world of information technology is changing rapidly, and so is the organizational environment in which this plan is constructed. For these reasons, and to have the opportunity to continuously improve the implementation process, the SPIT team concluded the best approach would be to have annual implementation plans. These annual plans will give further specificity to the guidelines for each objective. New issues are expected to arise, and the organization's capacity for new technology initiatives will increase, and some steps begun earlier may need minor adjustments.

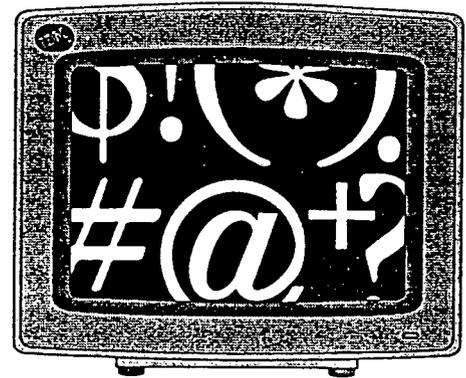
The first full annual planning process will not begin until the next fiscal year. In order to maintain the momentum established by the initial planning process, and in order to ensure that responsibility for implementation is clearly conveyed, the SPIT team recommends the following:

Next Steps

SPIT recommends the following actions commence immediately:

- County Commissioners adopt this Strategic Plan by resolution; thereby adopting the policy objectives found in the Plan.
- County Commissioners repeal Ordinances 511 and 671 as of December 31, 1995; thereby abolishing the Data Processing Management Committee.
- County Commissioners approve budget modification to create the position of Director of Information Technology.
- County Chair, in conjunction with representative County users, hires Director of Information Technology.
- Hardware standards as developed by SPIT are incorporated into purchasing decisions.
- Standard "Office Suite" software is chosen by the Standards Selection Committee by November 20, 1995 and approved by the DPMC.
- Departmental plans are prepared following the format developed by the Operations Council by December 31, 1995.
- Information Services division and General Fund programs work together to allocate costs and services to the programs for FY 1996/97.
- Continue other projects in progress, including, but not limited to, the allocation of infrastructure funding and development and installation of the WAN.
- The new Director of Information Technology is charged with developing a full implementation strategy for this plan in consultation with department personnel and elected officials.

GLOSSARY/ ACRONYM DEFINITIONS



ASD	Aging Services Department
BCC	Board of County Commissioners
Benchmarks	<p>1) In general, a standard of performance against which other performance is measured.</p> <p>2) Multnomah County has adopted 85 "Benchmarks" to provide quantified targets for specific quality of life conditions desired for the future. Of these 85, 12 have been determined to be "Urgent Benchmarks" and are considered to be the primary foci of the County's efforts.</p>
Bit	Shortened form of binary digit. Computers use information in combinations of bits.
Browser	Software required to access the World Wide Web; may be text-only (such as Lynx) or allow a graphical interface (such as Mosaic and Netscape).
Byte	A series of 8 bits; generally indicates one character.
CFS	Community & Family Services Department
Chair	Chair of the BCC; also serves as the County executive.
CIC	Multnomah County Citizen Involvement Committee
DA	District Attorney

DCC	Department of Community Corrections
DES	Department of Environmental Services
Desktop	When used as an adjective (e.g., "desktop hardware"), this term refers to a personal computer or the software found on it.
DPMC	Data Processing Management Committee. Under current County ordinance, this group is charged with information technology policy and oversight.
DPOC	The operating staff of the DPMC. This group provides analysis and staff support to the DPMC.
Electronic Conferencing	Meetings or other interaction between two or more parties in separate locations enabled by audio, video and data/document sharing technologies. Examples include conference calls, video arraignment, and full audio, video and concurrent document editing between employees at their PC's.
FREDS	Fleet, Records, Electronics and Distribution Division of the Department of Environmental Services
FTE	Full Time Equivalent, used to measure the fraction of a full time position (40 hrs/wk) an employee is budgeted for.
GIS	Geographic Information System (OK, URISA people - fill in the rest!!)
GUI	Graphical User Interface. Pronounced "gooey". A GUI uses words and pictures on a monitor as software output, and receives input from a keyboard and mouse.
Gigabyte (GB)	1,024 MB
Gopher	A text-based menu system for moving around in the Internet. Customized gophers can be created to provide access to commonly used sites.
Health	Health Department
Home page	The Web page that loads when you start your browser; entry point or "top" for readers of your content.



Hypertext	Text which has been marked in such a way that non-linear connections can be made among highlighted terms. A user can select a highlighted topic and jump to related topics. Hypermedia allows similar sorts of jumps from a text document to pictures, video, sound clips, etc.
IBM Compatible	A description of a personal computer based on the technology implemented by IBM on the first PC's. Indicates the kind of software the computer can run.
Imaging	Imaging systems use digital pictures ("images") of paper documents and allow those images to be moved, copied, viewed, stored, reprinted, etc. via data processing equipment. Images are simply pictures, they can not be manipulated like an electronic form or word processing document.
Internet	International network of networks that allow users to share information using a number of different features (file transfer, gophers, World Wide Web, etc.)
ISD	Information Services Division
JJD	Juvenile Justice Department
Kilobyte (KB)	1,024 bytes
LAN	Local Area Network; a means of allowing personal computers and other peripheral devices (printers, modems, etc.) in one geographical location to be linked electronically.
Legacy Applications	Applications which are currently functional and are vital to the business operations of an organization, although they may employ outmoded technologies.
Library	Department of Library Services
Mac	An Apple Macintosh computer
MCSO	Multnomah County Sheriff's Office
Megabyte (MB)	Also referred to as "meg." 1,024 KB.

METRO	Regional government in the Portland Metropolitan area. Comprises portions of Multnomah, Clackamas and Washington Counties.
Mouse	Little animal with skinny tail
MSS	Management Support Services divisions: Budget & Quality, County Counsel; Employee Services; Finance; Labor Relations; Risk Management
Navigation	A user's movement through a computer system, for example, from a menu to a specific set of information.
Office Suite	Donuts and candy people bring to their co-workers
Network	A means of connecting computers and related devices. In general, a Local Area Network (LAN) connects hardware in one location, a Wide Area Network (WAN) connects LANs and stand alone equipment in multiple locations.
PC	Personal Computer
Personal Computer	Computer on which one stores Willamette Week personal ads
PORTALS	Portland Area Library System, a cooperative endeavor among academic and research libraries in the Portland metropolitan area. Services include an electronic network providing access to member libraries catalogs, on-line access to selected databases, a gateway to the Internet and its resources, and improved access to member collections.
RAM	Random Access Memory. This is where the active computing takes place on a personal computer. Currently measured in megabytes.
RESULTS	Reaching Excellent Service Using Leadership and Team Strategies: this is the Multnomah County's initiative to improve the quality and performance of County programs.
SPIT	Strategic Planning for Information Technology team.



SWIS	Sheriff's Warrant and Inmate System. This system will be used to manage the inmate population and a variety of support services, including counseling and medical; also used to track warrants issued by County Circuit and District Courts.
Technology	Technology is not limited to hardware or software, but includes any tools or processes that: 1) enhance the communication of information; 2) support the manipulation of audio, visual or alphanumeric data; or 3) facilitate access between audiences.
Text based user interface	A text based user interface uses words on a monitor as software output, and receives input from a keyboard.
TSCC	Multnomah County Tax Supervising and Conservation Commission.
User Interface	The method by which a user interfaces with computer software. It includes the method for providing input to the computer (keyboard, mouse, voice, touch-tone, etc.), and the method for receiving information from the computer (monitor, sound, printer, etc.). Current common usage of the term describes the method of interaction with a PC - the most often heard are GUI and text.
WAN	Wide Area Network; a means of allowing LAN's and other data processing equipment in a variety of geographical locations to be linked electronically.
Windows	An operating system for IBM compatible computers with a GUI interface.
World Wide Web	A vast array of information which can be in text, graphic, video, sound or picture form; the arrangement is non-hierarchical; hypertext links are used to take the user from place to place. Requires a browser to use.



Reading List

<u>Document Title</u>	<u>Author</u>	<u>Subject</u>	<u>Source/Date</u>
1. Information Services Strategic Plan	ISD	Strategic Plan for Multnomah County IT	County Document 1/93
2. DPMC Roles and Responsibilities	DPMC	Statement of Roles & Responsibilities - DPMC	County Document
3. Ordinance 511	DPMC	Ordinance creating DPMC	County Document 4/21/86
4. DPMC Policies	ISD/DPMC	Policies re: information technology purchases	County Document 7/16/87
5. Strategic Information Technology Plan	Dept of IS	Strategic Planning for Washington IT	State of Washington 1/93
6. Gaining the Upper Hand	Bob Violino	How to regain control of IT spending	Information Week 4/10/95
7. The 'Centrally Decentralized' IS Organization	Ernest von Simon	How to centralize IS & retain responsiveness	Harvard Business Review 7/90
8. Charting the Seas of Information Technology	N/A	Causes / Responses to Application. Development Failures	Standish Group 1994
9. Intergalactic Client/Server Computing	Robert Orfali	Explanation/Application. of 4 Client/Server Paradigms	BYTE 4/95
10. The Public Involvement Network	PIN	Description of PIN services/contacts	NOVALINK
11. Reconnecting the City with the People	Advisory Committee	City of Los Angeles Strategic IT Plan	City of LA
12. Results Strategic Design	Results Design Team	Info about the RESULTS project to date	County Document 5/95
13. Lane Education Network Proposal	U of O/Lane Co.	Demonstration of Partnering re Info Tech.	TIIAP 5/94
14. Everyone Needs Access to Information	NACO	New Ways to Provide Public Access	County News 12/19/94
15. A Guide to Award Winning Technology	John Cranford	Designing Innovative IT Applications	Governing 1/95
16. Tech Talk	Stephen Plain	Overview of Database Architectures	Computer Shopper (?)
17. Data Access for Everyone (and Make it Fast)	Cheryl Currid	Overview of Client Server Databases	Windows Magazine 1/95
18. Telecommuting: Back to the Future	Various	Newspaper clips re: Telecommunications Forum	Various
19. Cost of Computing: Comparative Study	Intl.. Tech. Group	Comparison of Mainframe, PC/LAN Setups	International Tech. Group
20. Intel Hooking Computers to Cable	Fran Gardner	Cable's Role on the Info Highway	Oregonian 5/9/95

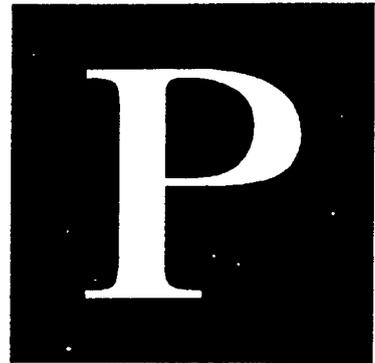
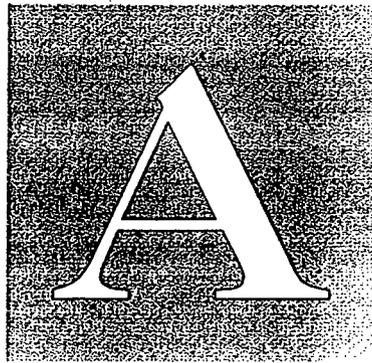
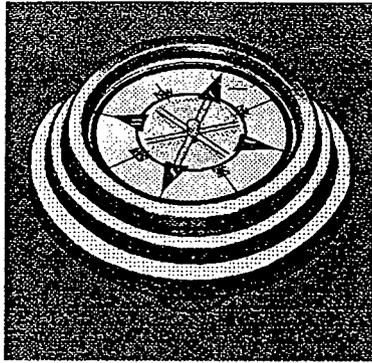
<u>Document Title</u>	<u>Author</u>	<u>Subject</u>	<u>Source/Date</u>
21. The E-Mail Explosion	Ron Rassner	The future of E-mail technology	Windows Magazine 11/94
22. It's In The Mail	Stephanie Stahl	Upcoming E-Mail Upgrades	Information Week 12/12/94
23. Achievement Award Trend Setters	NACO	Description. Of Outstanding IT Projects	County News 9/26/94
24. A Guide to Managing Government's Documents	MJ Richter	Paperless Offices/Imaging Technology	Governing 4/95
25. Strategic Goals (Draft)	SPIT	Draft Organization of Brainstormed Ideas	SPIT Document 5/95
26. Standards	SPIT	Key Questions/Strategies to address topic	SPIT Document
27. Balance of Focus - Operations/Access	SPIT	Key Questions/Strategies to address topic	SPIT Document
28. Access	SPIT	Key Questions/Strategies to address topic	SPIT Document
29. Strategies	SPIT	Key Questions/Strategies to address topic	SPIT Document
30. Support	SPIT	Key Questions/Strategies to address topic	SPIT Document
31. Applications Development	SPIT	Key Questions/Strategies to address topic	SPIT Document
32. Training	SPIT	Key Questions/Strategies to address topic	SPIT Document
33. Structure	SPIT	Key Questions/Strategies to address topic	SPIT Document
34. Information Systems Evaluation	SPIT	Key Questions/Strategies to address topic	SPIT Document
35. Abbreviations	ISD	Standards for Data Fields - Abbreviations	County Document 6/30/94
36. Security & Access to Data	Various	Implications of Public Access to Co. Info.	County Document 12/88
37. Data Management & Integration	SPIT	Key Questions/Strategies to address topic	SPIT document
38. Query Tools Help Users Dip into Data	Jay Ryo	Comparative Review of DB Query Products	Information Week 10/95
39. Old Computers, New Challenges	Rob Gurwitt	Merging Old/New Info Technology	Governing 7/94
40. IT Outsourcing: Maximize Flexibility & Control	Mary C. Lacity	Variations of IT Outsourcing/implications	Harvard Business Review 5/95
41. Re-engineering Government:: Advice from Experts	Jae Hong	Re-engineering/pros & cons, implications	Governing 5/95
42. Managing IT: Transforming Co. Governments	School of Info Stud.	Analysis of various aspects of Co. IT Mgmt.	Syracuse University 7/92



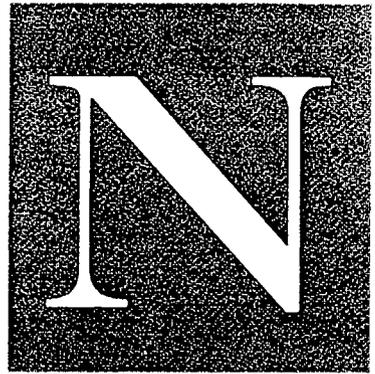
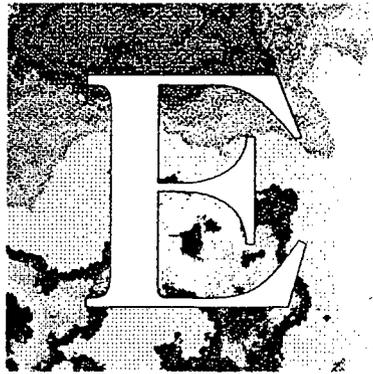
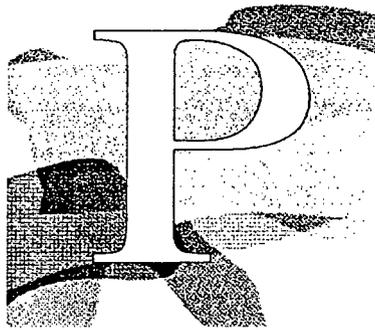
<u>Document Title</u>	<u>Author</u>	<u>Subject</u>	<u>Source/Date</u>
43. GTC Conference Debrief	Sharon Owen	Debrief GTC-Performance Meas/Strategic Plan	SPIT document 4/95
44. Government's Information Access Council Guideline	IPO	Requirements for Public Access/Government's Info.	State of Minnesota 2/95
45. Telecommuting Guideline	IPO	Requirements for Telecommuting/Planning	State of Minnesota 2/95
46. Reaching Across Organizational Lines	Jerry Mechling	How to Manage Cross-Org. IT Initiatives	Governing 6/95
47. Teledemocracy for Better or Worse	Christopher Conte	Pros/Cons of Public/Govt. Billboards	Governing 6/95
48. Standards: Statement of Direction	I.P.O.	State I.T. Standards/Rationale	State of Minnesota 3/90
49. Issues & Opportunities - Info Technology	Keri Hardwick	Considerations re: County I.S. Issues	County Document 3/18/94
50. PEN Lessons: An Interview w/Ken Phillips	Bruce Kirschner	Implications of Implementing PEN	Public Management 12/94
51. Mult Co PC Inventory	ISD	Inventory of all County PC's	County Document 1994
52. Business Transformation Model	George Beard	Conducting Holistic Organization Change Efforts	Unisys Corp. 11/94
53. Oregon Wan Man	Carl Grzybowski	Map of the Oregon Wide Area Network	State of Oregon 3/7/94
54. Finding Funds for Technology	Jerry Mechling	Creative approaches to funding I.T.	Governing, 11/94
55. PEN: Public Electronic Network	I.S. Dept	Description of Santa Monica's PEN system	City of Santa Monica 9/93
56. Information Kiosk Demonstration	Ginnie Cooper	Debriefing of Modular Systems kiosk demo.	County document 11/23/94
57. State Officials Unveil new self-service kiosks	(press release)	Government information kiosks-Washington	Washington Info Network 11/94
58. Re-engineering: Ways to Do it with Technology	Sandra O'Connell	Re-engineering vs. Redesign/Technology	HRM Magazine 11/94
59. Government Info Kiosk Unveiled at Seattle	N/A	Description of SPL info Kiosk	Library Hotline 9/19/94
60. Strategic Planning for Info. Resources	SPIT	Phases of SPIT Workplan	County document
61. Strategic Plans Key to County Success	John Bertot	Strategic Planning for Govt. I.T.	American City/County 9/94
62. Current Network Users	Admin Svcs	List of sites on Oregon Backbone	State of Oregon
63. Technology Trends	Jim Munz	Promising I.T. Trends	County document
64. Great DP Picture	Jim Munz	Co. Lan Admin/DP Applications	County document 3/95

<u>Document Title</u>	<u>Author</u>	<u>Subject</u>	<u>Source/Date</u>
65. Draft Strategic Plan	SPIT	Vision/Values/Goals/Strat Objs/Etc.	County document
66. Feedback from SPIT Retreat	SPIT	Draft Vision/Goals, Etc.	County document
67. Debriefing NTIA/TIIAP	Lance Duncan	TIIAP Grant Guidelines	County document
68. Online Discussions: Collaborate via Mail	Jerry Gropp	On-line Discussion Groups	PC World 4/95
69. Super Cyber Surfers	Jennifer Tanaka	How to navigate the Worldwide Web	Newsweek 3/20/95
70. Come Together	James E. Powell	Explanation/Uses of Groupware	Windows Magazine 12/94
71. High-Tech Training	Mickey Williamson	Effective Uses of I.T. in Training Employees	BYTE 12/94



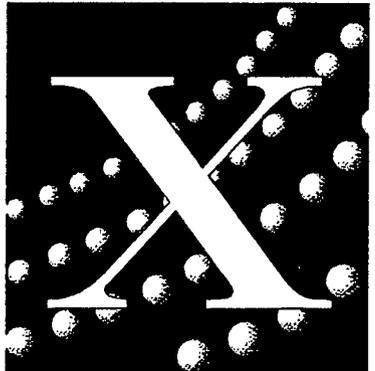
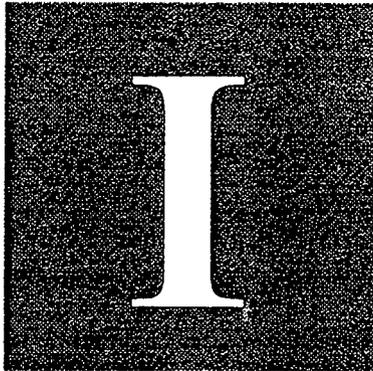
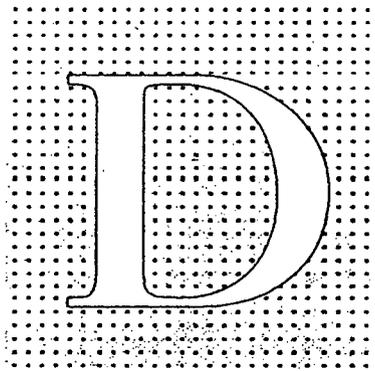


C H A R T I N G



A N E

W



C O U R S E

STRATEGIC
 PLAN FOR
 INFORMATION
 TECHNOLOGY

Multnomah County, Oregon • Fiscal Year 1995-96

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BEFORE THE BOARD OF COUNTY COMMISSIONERS

MULTNOMAH COUNTY, OREGON

ORDINANCE NO. 511

An ordinance establishing committees to assist in data processing planning, funding and project management.

Multnomah County ordains as follows:

SECTION I. FINDINGS

1. The Board finds that a need exists for ongoing planning and management in the area of data processing.
2. There is a need to clearly define the goals and objectives of data processing planning and funding.
3. Committees should be established to provide for the organization and management of data processing planning, funding and project management.

SECTION II. ESTABLISHMENT OF MANAGEMENT COMMITTEE

There is hereby established a Data Processing Management Committee, which shall function as described below.

1. The purpose of the Management Committee shall be to:
 - A. Act as the policy setting body for all County data processing.
 - 1) Authorize, monitor, and annually approve a Data Processing Plan.
 - 2) Authorize funding levels for new systems development and establish a funding mechanism necessary to finance the development of those applications set forth in the Plan.
 - 3) Review and approve data processing service objective, and the Capital Replacement Plan.
 - B. Provide management control for all County data processing.
 - 1) Review and approve the County annual budget request for all data processing needs.
 - 2) Review and approve requests for data processing support and determine the method by which projects will be monitored.
 - C. Monitor all County data processing activity.
 - 1) Review quarterly DP spending for compliance with the budget.

2) Review progress on major projects for schedule and budget compliance.

2. Membership: The membership of the Management Committee shall consist of each County Department Head, the Sheriff, the District Attorney, and a private sector business executive appointed in accordance with charter provisions who shall be appointed for a two-year term.
3. Organization and Support: The chair person shall be chosen by committee members for a term that is mutually acceptable to all members. The Management Committee shall meet monthly the first year and no less than quarterly thereafter. The Director of Information Services shall be responsible to staff the committee.

SECTION III. ESTABLISHMENT OF USER STEERING COMMITTEE

There is hereby established a Data Processing User Steering Committee for each County department, which shall function as described below:

1. Purpose: For each department, a User Steering Committee is established to:
 - A. Identify and define new systems opportunities and monitor the progress of ongoing systems development efforts within the Department.
 - B. Develop a long-term data processing development plan for the Department which will subsequently be incorporated into the Data Processing Plan for the County.
 - C. Assume responsibilities for the specifications of DP systems and the justification for such systems as may be required for planning, budgeting, or other purposes.
2. Membership: Members shall be user representatives from each functional organization affected by data processing systems. Each Department Head shall appoint the members to serve on the Steering Committee for his/her department. The Sheriff and the District Attorney shall appoint members from the respective organizations to serve on the Justice Services User Steering Committee.

SECTION IV. ANNUAL REPORTS

The Management Committee shall submit to the Board of County Commissioners an updated Data Processing Plan as set forth in Section II above, no later than November 30 of each year.

ADOPTED this 17th day of April 1986, being the date of its second reading before the Board of County Commissioners of Multnomah County, Oregon.

BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

(SEAL)

By Gretchen Kafoury/wmv
Gretchen Kafoury
Presiding Officer

AUTHENTICATED by the County Executive on the 21st day of April, 1986.

Dennis Buchanan
Dennis Buchanan
County Executive

APPROVED AS TO FORM:

JOHN B. LEAHY, COUNTY COUNSEL
FOR MULTNOMAH COUNTY, OREGON

By Peter Keating
Assistant County Counsel

2411E/KB/js

1 BEFORE THE BOARD OF COUNTY COMMISSIONERS

2 FOR THE MULTNOMAH COUNTY, OREGON

3 ORDINANCE NO. 671

4
5
6 An ordinance amending Ordinance No. 511 by adding provisions
7 for telecommunications planning, funding and project management.

8
9 Multnomah County ordains as follows:

10
11 SECTION I. FINDINGS

- 12
13 1. Ordinance No. 511 established a Data Processing Management
14 Committee, provided for membership and assigned functions.
15
16 2. The assigned functions related entirely to data processing
17 and did not include reference to telecommunications.
18
19 3. The Board wishes to expand the assigned functions of the
20 Data Processing Committee to include management review for
21 all County telecommunications.

22
23 SECTION II. AMENDMENTS

- 24
25 1. Section I, Findings, of Ordinance No. 511 is amended to
26 read as follows:

1 A. The Board finds that a need exists for ongoing
2 planning and management in the area of data processing
3 and telecommunications.

4
5 B. There is need to clearly define the goals and
6 objectives of data processing and telecommunications
7 planning and funding.

8
9 C. Committees should be established to provide for the
10 organization and management of data processing and
11 telecommunications planning, funding and project
12 management.

13
14 2. Section II A of Ordinance No. 511 is amended by adding the
15 following:

16
17 4. Provide management review for all County
18 telecommunications.

19
20 a) Review the County annual telecommunications needs
21 and budget.

22
23 b) Review telecommunications projects prior to
24 initiation for conformance with County
25 telecommunications policies.

26

1 3. Section IV, Annual Reports, of Ordinance No. 511 is amended
2 to read as follows:

3
4 The Management Committee shall submit to the Board of
5 County Commissioners an updated Data Processing Plan as set
6 forth in Section I above, no later than February 15
7 [November 30] of each year.

8
9 ADOPTED this 13th day of December, 19⁹⁰, being the
10 date of its second reading before the Board of County
11 Commissioners of Multnomah County, Oregon.



BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

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26

By Gladys McCoy
Gladys McCoy
Multnomah County Chair

REVIEWED:

LARRY KRESSEL, COUNTY COUNSEL
FOR MULTNOMAH COUNTY, OREGON

By Janeva Kressel
Deputy County Counsel

SENATE BILL 1210

SECTION 1. The Legislative Assembly finds and declares that:

- (1) Information is a strategic asset of the state which must be managed as a valuable state resource.
- (2) The expanding need, use and importance of information resources in this state require strong and effective management by both individual agencies and the state as a whole.
- (3) The state must establish management procedures to assure a framework for the review, improvement, integration, development, security and use of information resources. Principal objectives for information resources management are improved productivity of state workers, better public access to public information, increased effectiveness in the delivery of services provided by the various agencies, and enhancing development of the telecommunication infrastructure available to the public.
- (4) Effective information resources management requires:
 - (a) A specific statewide strategic plan, including management and technical policy;
 - (b) Comprehensive planning of the design, acquisition, security and use of information resources;
 - (c) The operation of communications systems and information resources that respond to the management information needs of agencies and programs; and,
 - (d) Consideration of the impact of information resources management activities on the development and vitality of telecommunications infrastructure available to the public.
- (5) Although each agency is responsible for its information resources, centralized information resource management must also exist to:
 - (a) Provide statewide rules and standards;
 - (b) Monitor and insure compliance with those rules and standards;
 - (c) Provide management and technical assistance; and,
 - (d) Insure that the information resources management needs of state government and its programs are addressed along with the needs of the individual agencies.

SECTION 2. ORS 291.038 is amended to read:

- (1) The planning, acquisition, installation and use of all information technology by state government and its agencies shall be coordinated so that statewide plans and activities, as well as those of individual agencies, are addressed in the most integrated, economic and efficient manner.
- (2) To facilitate accomplishment of the purpose set forth in subsection (1) of this section, the Executive Department shall adopt by rule policies, procedures, standards and guidelines to plan for, acquire, implement and manage the state's information resources. In developing rules, the department shall consult with state agencies having needs that may be satisfied by use of information resources. State agencies shall cooperate with the department in preparing and complying with rules. The rules must be formulated to promote electronic communication

and information sharing among state agencies and programs and between state and local governments, and with the public where appropriate.

- (3) Rules, plans and specifications shall be formulated to insure that information resources fit together in a statewide system capable of providing ready access to information, computing or communication resources. Rules, plans and specifications shall be based on industry standards for open systems to the greatest extent possible. Prior to adoption of rules referred to in subsection (2) of this section, the Executive Department shall present the proposed rules to the appropriate legislative committee. The Executive Department shall have the review and oversight responsibility for insuring that agencies' planning, acquisition and implementation activities support the statewide information resources management plan. The Department of General Services shall be responsible for the fair and competitive procurement of information technology consistent with the rules of the Executive Department.
- (4) As used in this section:
 - (a) '*Information resources*' means media, instruments and methods for planning, collecting, processing, transmitting and storing data and information.
 - (b) '*Information resources management*' means the state's program for managing data and information in its various forms in furtherance of program and agency objectives, and in such a way that program and agency managers are able to obtain and use information easily, efficiently, effectively and economically.
 - (c) '*Information technology*' includes, but is not limited to, all present and future forms of hardware, software and services for data processing, office automation and telecommunications.
 - (d) '*Data*' and '*information*' represent facts and representations about the state's human, natural and commercial resources.
 - (e) '*Open systems*' means systems that allow state agencies freedom of choice by providing a vendor-neutral operating environment where different computers, applications, system software and networks operate together easily and reliably.

SECTION 3.

- (1) The Executive Department shall produce procedures and guidelines for the development of a statewide information resources management plan by September 1991, for review by the appropriate legislative committee. The Executive Department shall also produce procedures and guidelines for the development of agency information resources management plans by December 1991, for review by the appropriate legislative committee.
- (2) The Executive Department shall produce the first biennial statewide information resources management plan by January 1992, for review by the appropriate legislative committee. Agencies shall produce their first biennial information resources management plans by May 1992.

SECTION 4. This Act being necessary for the immediate preservation of the public peace, health and safety, an emergency is declared to exist, and this Act takes effect on its passage."

April 12, 1993



MEMORANDUM

EXECUTIVE
DEPARTMENT

To: State Data Processing Managers
From: *GB*
George Beard, Planning Manager
Information Systems Division

Subject: Standardizing the Corporate Network Environment

The Network Promise

With tough financial times now upon us there is no doubt *we need to do more with less*. A sensible strategy for doing more with less is to do more together: share ideas, information, people, and even machine resources. This requires a versatile and far-reaching network capability and tactical plan that maximizes our investment in network resources, and minimizes communication problems among agencies.

The Network Challenge

The Information Systems and Telecommunications Divisions are in the process of defining a network environment, installing the infrastructure, building the facilities, and adding services to make an enterprise network happen. Standards for wiring, local area networks, electronic mail, and the network communication protocol are necessary building blocks. You probably are familiar with the work that has been done the past couple of years in designating international standards, such things as X.400 for electronic mail, TCP/IP for the network communication protocol, and so forth. What we have discovered through this exercise is that these *standards, while useful, tend to lag behind practice and product*.

We have also discovered that, even with standards, Oregon state government struggles to get the products that are now in use to interoperate. Consider the fact that there are more than a dozen electronic mail products used across the face of government today. Trying to master each assures that we will not master any. We can do better. We can leverage our investment in people and products if we will limit the number of environments that will be supported on the corporate network to a reasonable number. There are probably just a couple of local area network operating environments, a couple of electronic mail products, and a narrow band of end user applications we should support through our contracting, training, and help desk activities.

Standards & Standardized Products

Pursuant to our statutory charge, the Information Systems Division is able to establish specific standards. Working together with a committee of agency information technology managers, we have set some additional network standards and have begun to specify particular product environments. (Please see attachment) The **emboldened text shows new standards that have been set; the out-lined text shows environments we are considering.**

BARBARA ROBERTS
Governor



April 12, 1993

link and network components. As agencies consider new systems or applications, they are expected to adhere to these standards when their requirements can be met by these corporate products. These standards are expected to be in effect for the next three years. A reassessment will be made after that period.

- Please pay particular attention to the LAN environments. After many meetings and much deliberation, we selected NetWare and UNIX as our local area network (LAN) operating systems. Here's why. A network operating system standard is very crucial to providing global directories and minimizing our technical complexities and variables as we interconnect individual agency LANs into the larger wide area network. Both UNIX and Novell's NetWare provide a collaborative and versatile network operating system platform that will continue to grow together.

Why UNIX?

For disk and file sharing, the UNIX-oriented network approach is NFS (Net File System). It was championed by Sun and is usually included with all UNIX workstations. From its beginning, NFS has been based on open TCP/IP protocols. Today, third-party vendors provides NFS support for non-UNIX environments. At the same time, Novell is offering NFS support. It is as universal as we can get today.

Why Novell?

Novell commands the lion's share of the global market and has gained critical mass within the State of Oregon as well. Forecasts provided by agencies to the Executive Department ISD suggest that 80% of our LAN-based network operating systems are NetWare. State agencies with investments in Novell include: ODOT, Corrections, Mental Health, State Police, Energy, Education, Housing, LCDC, Parks, AFS, Health, Justice, VRD, Economic Development, Sec. of State, Building Codes, OLCC, General Services, Marine Board, Arts Commission, UO, OSU, WOSC, SO, PSU, OIT, K-12 schools, Cities, Counties, ESDs and special districts. NetWare supports a broad range of server CPUs and desktop clients, including DOS, Windows, Macintosh, OS/2 and Unix. Much of Novell's success is a result of its strategy of embracing and encouraging third-party developers as well as its strategic migration to UNIX and TCP/IP.

We are entering into a key corporate account licensing agreement with Novell by the middle of April. It will be extremely flexible with competitive pricing. This new licensing approach is a radical change from the current server-based method. Its pricing focuses on the individual users of the system and the types of services they require. It will be much easier for agencies to budget. Agencies will be able to install any number of servers at no additional cost. Therefore, the number of servers to best support the performances and functionality needs would no longer be an issue. Since a licensed node is entitled to the latest release of the product, version fragmentation would no longer exist. We also expect improved technical support. And added to all of these operational benefits, we expect to save substantial amounts of money. All agencies are eligible and will benefit through a statewide licensing agreement with Novell.

More Coming!

In the next couple of months we intend to conduct Novell 4.0 planning workshops, and to identify messaging and desktop application environments. Please call Carl Grzybowski (378-4929) if you wish to participate in the definition of the environments that will be selected. In the meantime, gives us a call if you have questions or other ideas about the standards program.

Corporate Network Environments

With tough financial times now upon us, *we need to do more with less*. To leverage our staff and knowledge, *we need to minimize our technical complexities and variables*. To improve interagency productivity, *we need a shared network infrastructure*. As agencies consider new systems or applications, they are expected to adhere to these standards when their requirements can be met by these corporate products.

SERVICE	PRODUCTS	RATIONALE
LAN Connection PHYSICAL (new) DATA LINK	Level 5 four pair 24 ga. UTP Ethernet & Token Ring	Supports Ethernet, Token Ring, and CDDI. State standards, EIA/TIA - 568 Wide range of support. State standards, IEEE 802.3, 802.5
Network LAN PROTOCOL WAN PROTOCOL OPERATING SYSTEM (file sharing) Messaging	TCP/IP, Novell, AppleTalk SNA to TCP/IP Novell Netware (latest release) Unix 2-3 products TO BE DETERMINED	Installed base. Netbios not routable or pervasive. Session path to routable protocol. Supports state standard TCP/IP. Novell's installed base, broad market appeal, multi-client support, CPU independent, and Unix integration. Supports TCP/IP, AT and IPX. Single LAN NOS with Unix direction positions state for global directories and easier network management.
Desktop Applications Operating System Word Processing Spreadsheet Lite Database Page Layout	Transition into a 32bit OS 2-3 products TO BE DETERMINED - - -	Future applications and network services will likely demand a more robust operating system, a powerful GUI and multi-tasking capability.

**INFORMATION TECHNOLOGY
STANDARDS-BASED
ARCHITECTURE
POLICIES AND STANDARDS**

**STATE OF OREGON
DEPARTMENT OF ADMINISTRATIVE SERVICES
INFORMATION RESOURCE MANAGEMENT DIVISION**

October 27, 1992

**This material provided by:
Management Information
Services**

**Multnomah Education
Service District**

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POLICY

INFORMATION TECHNOLOGY ARCHITECTURE

STATUTORY AUTHORITY

ORS291.038 . This statute states that "the Executive Department shall adopt by rule policies, procedures, standards, and guidelines to plan for, acquire, implement, and manage the state's information resources."

PURPOSE

To satisfy the intent of ORS291.038, rules shall be formulated to insure that information resources fit together in a statewide system capable of providing ready access to information, computing, and communication resources.

OBJECTIVE

To define a Standards-based Information Technology Architecture which allows for the development of cost effective, highly portable applications, which are capable of residing on all processing levels (desktop workstations to large scale systems), and have a high degree of interconnectability to support cross organization information access, message handling, and inter/intra state government communication and data transfer.

APPLICABILITY

This policy and related information technology standards apply to hardware and software acquired and/or developed by all Executive Branch agencies.

EFFECTIVE DATE

This policy and related standards are effective January 1992 for new acquisitions or development efforts.

POLICY

Agencies will apply adopted information technology standards to new procurement and application development projects to the maximum extent possible. Information technology which complies with the state's approved standards will be the preferred implementation approach.

By 1995, all new applications developed by state agencies or existing applications which have reached the end of their life cycle, will be developed to comply with the State of Oregon's information technology standards.

By 2000, all applications and IRM technology supported by the State of Oregon will conform to the state's information technology standards.

Some individual standards specify more aggressive implementation dates due to the maturation and stability of applicable base industry standards.

Migration and implementation plans required to comply with these standards shall be included in each agencies' biennial IRM Plan.

EXEMPTION PROCESS

There are occasions when agencies have special conditions or extraordinary requirements that prevent them from conforming with a standard. Agencies may request an exemption from an approved standard by writing to the Administrator, Information Systems Division.

Situations that may lead to exemptions include:

- o Federal restrictions when funding of the acquisition is predominantly federal;
- o Legislative or regulatory mandates require exceptional measures;
- o The standard would preclude the ability to transfer a system from another organization;
- o Upgrades to the installed base of existing systems.

However, exceptions shall be granted only if:

- o Compliance with the standard would adversely affect the ability of the agency to accomplish mission critical functions; or
- o Compliance would cause a major adverse financial impact on the agency which is not offset by statewide savings.

MAINTENANCE

The establishment of this initial set of IRM standards is a starting point, not an end result. Since they are based upon international and industry standards, technology advances will necessitate periodic revisions and additions to the standards adopted under this policy. The Planning and Review Section of the Information Systems Division is responsible for the ongoing refinement of these standards. For more information contact the Planning and Review Section at 378-4929.

STANDARD

INFORMATION TECHNOLOGY ARCHITECTURE

STRATEGIC DIRECTION

The unprecedented business, political, and social issues facing the government of the State of Oregon during the 1990's require the development of a state-wide information technology architecture that is flexible and responsive to support rapidly changing business requirements and significant organization changes.

The development of an enterprise-wide technology architecture will require the establishment of a suite of technical standards which will be based upon international standards to the maximum extent possible.

The Executive Department will be responsible for the establishing, updating, and communicating the state's information technology standards. Only those standards which have been approved by an industry standards committee, fully documented, and released to the public will be adopted.

De facto industry standards may be adopted when international standards do not exist and can be used as interim or migration standards.

FUTURES

Standards for the State of Oregon information technology architecture will continue to evolve over time in response to emerging international standards, technology advances, and changing business requirements.

Additional technology areas will be addressed in future standards.

ADDITIONAL INFORMATION

Contact the Information Systems Division's Planning and Review Section at 378-4929. The Oregon State Library maintains copies of the international and industry standards cited in this document.

STANDARD

ELECTRONIC MAIL

SUBJECT

Electronic mail is the storage and transport of electronic information across a heterogeneous environment among people, among applications, and among people and applications.

Electronic mail is becoming just as much a necessity for office work as the telephone. Both are needed to communicate and conduct business. Effective use of electronic mail can reduce costs, improve staff productivity, and expedite the exchange of information.

POLICY

The Oregon State government encourages the use of electronic mail in order to promote efficient communication within and among agencies.

Agencies' computers must be capable of connecting to the state backbone electronic mail system in order to extend electronic mail to the computer users within their organizations.

Agencies with electronic mail systems shall develop policies governing proper use and privacy of electronic mail.

STANDARD

- o Electronic mail systems must be able to exchange mail using standards compliant with ANSI X.400 Message Handling System (1988 or later) or SMTP (RFC 1123) transport protocol.
- o Mail directory standards will be developed consistent with ANSI X.500.

SCHEDULE

Existing mail systems will comply with these standards by December 1993.

By December 1995, all employees who use terminals or microcomputers connected to a network will have access to standard-compliant mail systems.

STANDARD

LOCAL AREA NETWORKS

SUBJECT

Local Area Networks (LAN) support working relationships among individuals and groups in our agencies today. Tomorrow, they will form the foundation of a far-reaching statewide network. So it is critical that today's LAN investments position state agencies to connect easily.

POLICY

Oregon state government needs to achieve communication among its many computers from different manufacturers, both on local and wide-area networks. LANs are building blocks that must integrate easily to achieve a statewide network government's Wide Area Network and with each other. Agencies are encouraged to install the LAN environments listed in the guideline portion of this standard.

STANDARD

- o LANs must be able to communicate via TCP/IP to external networks.
- o Specific agency LANs will be the *IEEE 802.X series-802.3, 802.4, and 802.5.*
- o Intra-campus LAN backbone will be Fiber Distributed Data Interface (*FDDI*).
- o Metropolitan Area Networks will follow the *IEEE 802.6 recommendation.*

GUIDELINE

Agencies are encouraged to select one of these local area network products which exist in adequate numbers across state government and are reasonably easy to connect and support: Novell's Netware and Microsoft's LAN Manager.

SCHEDULE

Agencies shall convert existing non-compliant LANs to meet these standards by December 1994.

STANDARD

RELATIONAL DATA BASE MANAGEMENT SYSTEMS AND STRUCTURED QUERY LANGUAGE

SUBJECT

Data base management systems organize data for efficient storage and retrieval. They currently work well in single computing environments. In many areas, however, the data needed to perform a function reside in more than one location. This is particularly true in government, where there are multiple jurisdictions, and within jurisdictions, multiple agencies and divisions. Distributed data base management systems combined with new data access and communication technologies allow the use of one computer system to easily access data stored in other systems.

This standard has been established to facilitate data sharing between and among databases through the use of a standard database access language, and to improve transferability of programming staff and skills within and among state agencies.

POLICY

Oregon state government needs to manage its information and information resources as strategic assets. Today, agencies typically manage their information resources independently. The result is data and information that are often incompatible, redundant and inaccessible by other agencies.

Funding priority will be given to data acquisition and development projects using relational data base technology, when appropriate for the application, that comply with this standard. Preference will be given to interagency and intergovernmental data base projects that serve the greatest number of users.

STANDARD

Purchases of database products, new database application, and existing production systems that are remodeled must comply with the following requirements:

- o Support a relational data model.
- o Support local and remote access using a Structured Query Language(SQL) interface that complies with ANSI X3.135 (-1989 or successor) Specification.
- o Support native format for import and export including, at a minimum, ASCII text.

STANDARD

NETWORK COMMUNICATION PROTOCOLS

SUBJECT

Just as a common language is necessary to allow two people to communicate effectively, a common language is required for communication between heterogeneous computers connected to the same or different networks. Additionally, as the state's data networks expand and become more complex, management tools and practices must be standardized in order to maintain demanding service levels.

A myriad of standards for computer communication exist today. The Transmission Control Protocol/Internet Protocol (TCP/IP) suite has evolved as the most widely adopted language of inter-system networking. It is currently the only set of protocols that is completely open and manufacturer-neutral, has a large installed base and widespread implementation experience on a wide variety of hardware platforms, and supports a wide variety of network media.

POLICY

Oregon state government will develop a statewide management and technical capability for exchanging information and achieving communications among its many computers. All major computer system and data communications acquisitions and expansions must include support for statewide standards.

STANDARD

- o All major computer system acquisitions shall include support for TCP/IP. Computers can operate and support several different protocols as long as one of them is TCP/IP.
- o All new data communication networks shall support TCP/IP. Networks can operate and support several different protocols as long as one of them is TCP/IP.
- o All TCP/IP-capable computers must comply with the standards detailed in "Requirements for Internet Hosts" (RFC 1122/RFC 1123), Internet Engineering Task Force or its successor.
- o Devices providing router capability on the network must be manageable by SNMP (Simple Network Management Protocol) as detailed in "Simple Network Management Protocol" (RFC 1157) and "Management Information Base for Network Management for TCP/IP-based Internet" (RFC 1158), Internet Engineering Task Force. Devices providing router capability on the network must also comply with "Requirements for Internet Gateways" (RFC 1009, June 1987), R. Braden and J. Postel, Network Working Group. This standard is expected to be superseded by "Requirements for Internet IP Routers" when that document is issued by the IEEE in late 1991. Compliance with these documents is required of all IP routers, and hence defines the IP network.

GUIDELINE

A gradual transition to the OSI protocol suite over the next 5 to 10 years is expected. In addition, new standards identifying additional networking functionality are likely. In the long run, Oregon state government shall: (1) develop an Oregon OSI profile based upon a subset of the federal GOSIP standard or its successor as a co-standard to TCP/IP; (2) track other communication protocol standards for possible adoption, such as other ISO standards, open proprietary standards such as Appletalk, and manufacturer extensions to TCP/IP and OSI standards (e.g., DEC's Distributed Name Service, the NFS and AFS distributed file systems, the OSF DCE).

SCHEDULE

Effective immediately, acquisition of all multi-user computer systems, and major system expansions, must be compliant with these standards or their successors.

Effective immediately, acquisition of new wide-area data communication networks or major expansion of existing networks shall be compliant with these standards or their successors.

Existing networks and networked computers shall meet compliance by December 1994.

STANDARD

COMMON COMPUTER OPERATING ENVIRONMENT

SUBJECT

The State of Oregon is evolving its information technology environment to a local area network and client-server architecture. This implies a highly networked, workstation-based, distributed database architecture, which conforms to international standards for information technology. More importantly, this environment will be "transparent" to the end-user, for he/she will be presented with a consistent interface to the "system" and will have access to commonly defined data and information services, regardless of where they are stored.

The move towards this architecture is driven by the following factors:

Decentralization - the relocation of applications and associated computing resources closer to the end-user.

Downsizing - the use of smaller, less expensive, yet powerful processors to support agency application requirements.

Mainframe Evolution - technology developments and applications development trends will transform the role of the mainframe (and large mid-range) systems into one of central database server.

The state has, as much as technology would allow, pursued decentralization during the past decade. This effort was, however, executed by agencies in an independent fashion and at a time when there was a lack of industry and international standards. A consequence of this approach to information technology is an unacceptable percentage of incompatible, proprietary computing systems installed throughout state government.

Fortunately, customer forces in the past few years are causing vendors to offer operating systems which are designed and implemented in accordance with independent standards or which support standards-based interfaces and which can participate in a decentralized, multi-vendor environment. This development, coupled with a client-server architecture, provides a technical alternative to the closed, proprietary systems of today.

POLICY

Agencies shall migrate from proprietary to "open" operating systems as rapidly as possible in order to begin building a compatible computer operating environment within the State of Oregon. Unless specifically exempted by this standard, all future computer processor acquisitions will include a POSIX compliant operating system. Agencies shall not make new investments in proprietary systems, develop new applications which execute only in a proprietary operating environment, or make purchases which perpetuate the use of proprietary systems, without the approval of the Information Systems Division, Executive Department.

Requests for upgrades to existing processors or operating systems will include an alternative which evaluates the investment of the planned expenditure into a standards-compliant platform.

STANDARD

- o State agencies shall acquire only operating systems which conform to the appropriate Federal Information Processing Standards(FIPS) and Application Procurement Profiles(APP) for Portable Operating System for Computer Environments (POSIX) as they are adopted. At the time of publication, these standards were FIPS 151-1 (Systems Interface).
- o All "UNIX-like" operating systems must conform to the X/Open Corporation's Portability Guide, XPG3-Base, as evidenced by receipt of the X/Open brand. It is desirable that agencies acquire operating systems which conform to the X/Open Common Applications Environment (CAE).

SCHEDULE

Attachment B, Migration to a Standards-Based Architecture, depicts the implementation strategy for this standard by platform type.

The state will need to support much of its proprietary computing base for years to come. However, the current status of the industry indicates that all processor vendors offer POSIX compliant operating environments. Therefore, the state can now begin to move incrementally towards a standards-based architecture by minimizing new investments in proprietary systems.

New applications or current applications which have reached the end of their life cycle must be closely examined as candidates for migration to a non proprietary environment. Before any investment is made in a proprietary system, open systems options must be examined.

EXCEPTIONS

Because of the highly embedded nature of operating system software and the scope of hardware platforms impacted, additional exemption criteria is required for this particular standard. In general, an exemption to this standard may be granted only, if one of the following conditions pertains:

- o A microcomputer (any single-user personal computer which can operate independent of a networked computer system) is being acquired. The Executive Department, Information Systems Division, will maintain a list of recommended microcomputer operating systems. The microcomputer must be able to connect to a state standard network;
- o A print, file, or communications server is being acquired to support a local area network. Database servers are not included in this category. The server must be able to be connected to a state standard network;
- o The operating system is acquired for a technology platform which will be used for instructional and/or research computing applications where curricular, external research work group, or non-state-funding source requirements mandate a non-conforming product; or
- o A bundled, turn-key system is being acquired and there is no cost/effective, general purpose technology platform (hardware and application software) which will meet the agency's needs.

GUIDELINE

GRAPHICAL USER INTERFACE

SUBJECT

Several forces are occurring in the information technology industry which will impact the way that users of information interact with systems. These forces include:

- o Continued significant improvement in the price/performance ratio of programmable desktop computing devices (PCs and workstations).
- o Decentralization of applications which moves the processing closer to the end user.
- o Development of consistent and easy to use graphical user interfaces (GUI).
- o An increasing trend toward the demand for multimedia information including voice input and output, video, imaging, etc.

We can expect continued organizational changes resulting in the movement of people between work groups. Our systems must be capable of allowing these people to become productive as quickly as possible by minimizing training through the use of consistent user interfaces.

POLICY

New applications implemented by Oregon State government agencies should include a graphical user interface.

GUIDELINE

Graphical user interfaces are dependent upon the operating system environment in which they operate. GUIs that should be considered for implementation by state agencies based upon their application needs and technical environment include:

The preferred GUI for the POSIX/XPG3 environment will be compliant with X3H3.6, IEEE 120 FIPS 158). The state government of Oregon's standard for this environment will be the OSF's MOTIF implementation.

Other implementations of GUI can include:

- o DOS - MS WINDOWS 3.X
- o OS/2 - Presentation Manager
- o Windows NT - Windows NT
- o Macintosh

IMPLEMENTATION

In a perfect world, it might be possible to establish a common GUI for all agencies or applications. However, reality states that the state of Oregon has a mixed technical environment and will continue to have that environment in the future.

The intent of this guideline is to emphasize the importance that GUIs will play in future application development and begin introducing that technology now. Therefore, each agency should develop a GUI standard and implementation strategy based upon its IRM Plan and current/planned technical environment.

STANDARD

ELECTRONIC DATA INTERCHANGE

SUBJECT

Electronic Data Interchange (EDI) refers to the exchange of business transactions electronically between business partners. In EDI, data that would be traditionally conveyed on paper documents are transmitted or communicated electronically according to established rules and formats. The formatted data may be transmitted from originator to recipient via telecommunications or physically transported on electronic storage media.

The primary objectives for implementing EDI standards are:

- o to promote the achievement of the benefits of EDI: reduced paperwork, fewer transcription errors, faster response time for procurement, reduced inventory requirements, and more timely payment to vendors;
- o to ease the interchange of data sent via EDI by the use of standards for data formats and transmission envelopes;
- o to minimize the cost of EDI implementation by preventing duplication of effort.

Business information encompasses the entire range of information associated with commercial, financial, and industrial transactions. Examples of applications (not necessarily the subject of current standards) are:

- o vendor search and selection: price/sales catalogs, bids, proposals, requests for quotations, notices of contract solicitation, trading partner profiles;
- o contract award: notices of award, purchase orders, purchase order acknowledgments, purchase order changes;
- o product data: specifications, manufacturing instructions, reports of test results, safety data;
- o shipping, forwarding, and receiving: shipping manifests, bills of lading, shipping status reports, receiving reports;
- o payment information: invoices, remittance advice, payment status inquiries, payment acknowledgments;
- o inventory control stock level reports, re supply requests, warehouse activity reports; and
- o tax-related data: tax information and filings.

POLICY

EDI can greatly improve the efficiency of conducting routine business with the state's major business partners. Additionally, industry trends will demand that the state establish electronic links with its vendors and other external partners for the electronic transfer of high volume business transactions.

Future purchasing business applications developed by the State of Oregon which include the generation or receipt of business transactions to/from external business partners will include a provision for currently approved EDI transactions.

Additionally, those applications which process inter-agency transactions will conform to the state's EDI standards, if an applicable standard exists.

STANDARD

The implementation of EDI requires the use of a family of interrelated ANSI standards (FIPS 161). This family is known as X12. These standards continue to expand as the demand for new transactions are identified.

NOTE: A set of international standards known as EDIFACT is currently being developed. It is anticipated that within two to three years, X12 and EDIFACT will converge into one set of international standards addressing the electronic transfer of standard business transactions. EDIFACT is mainly of concern to firms engaging in international trade. The State of Oregon will focus on X12 at this time.

IMPLEMENTATION

The ANSI standards described above are currently applicable to only a small subset of transactions which are exchanged electronically. There also exist industry-specific standards which may apply to agencies, e.g., DMV, DIF, Revenue, etc. and their business partners.

State agencies will follow the following hierarchy when implementing electronic exchange of data:

1. Utilize ANSI standards, if they exist for the transaction(s).
2. Utilize industry specific standards, if established. Agencies which participate on industry standards setting boards should lobby to have those standards adopted as ANSI standards.
3. Establish and document data exchange standards with business partners.

POLICY

INFORMATION TECHNOLOGY ARCHITECTURE

STATUTORY AUTHORITY

ORS291.038 . This statute states that "the Executive Department shall adopt by rule policies, procedures, standards, and guidelines to plan for, acquire, implement, and manage the state's information resources."

PURPOSE

To satisfy the intent of ORS291.038, rules shall be formulated to insure that information resources fit together in a statewide system capable of providing ready access to information, computing, and communication resources.

OBJECTIVE

To define a Standards-based Information Technology Architecture which allows for the development of cost effective, highly portable applications, which are capable of residing on all processing levels (desktop workstations to large scale systems), and have a high degree of interconnectability to support cross organization information access, message handling, and inter/intra state government communication and data transfer.

APPLICABILITY

This policy and related information technology standards apply to hardware and software acquired and/or developed by all Executive Branch agencies.

EFFECTIVE DATE

This policy and related standards are effective January 1992 for new acquisitions or development efforts.

POLICY

Agencies will apply adopted information technology standards to new procurement and application development projects to the maximum extent possible. Information technology which complies with the state's approved standards will be the preferred implementation approach.

By 1995, all new applications developed by state agencies or existing applications which have reached the end of their life cycle, will be developed to comply with the State of Oregon's information technology standards.

INFORMATION TECHNOLOGY STANDARDS

TECHNOLOGY AREAS	APPROVED STANDARDS	STRATEGIC DIRECTION	APPLICABLE FIPS OR INTERNATIONAL STANDARDS
1. NETWORK SERVICES NETWORK PROTOCOL LOCAL AREA NETWORK CAMPUS LAN MET AREA NETWORK	TCP/IP IEEE 802.3, .4, .5 FDDI IEEE 802.6	ISO/OSI IEEE 802.3, .4, .5 FDDI IEEE 802.6	ISO/OSI:[GOSIP VER.2.0, VER.3] IEEE 802.3, 802.4, 802.5 FDDI:X3.139-87,X3.148.88, X3.166[GOSIP VER.3] IEEE 802.6[GOSIP VER.1, VER.2]
2. NETWORK MANAGEMENT	SNMP	ISO/OSI	ISO/OSI:[GOSIP VER. 2, VER.3]
3. ELECTRONIC MAIL MESSAGING DIRECTORY	X.400 X.500	X.400 X.500	[GOSIP VER. 1, VER.2] [GOSIP VER.2, VER.3]
4. DATABASE MANAGEMENT DATA ACCESS DATA REPOSITORY REMOTE DATABASE ACCESS DATABASE MGMT SYSTEM	ANSI SQL 89 SQL COMPLIANT DBMS	SQL IRDS RDA SQL COMPLIANT DBMS	X3.135-89[FIPS 127/127.1] X3.138-88,X3.195[FIPS 156] [GOSIP VER.4]
5. ELECTRONIC DATA INTERCHANGE		X12, UN/EDIFACT	ANSI X12, ISO 9735[EDIFACT] [FIPS 161]
6. USER INTERFACE WORKSTATIONS PERSONAL COMPUTERS		X/OPEN XPG: X WINDOWS WINDOWS 3.X MACINTOSH	X3H3.6,IEEE 1201[FIPS 158] e.g. OSF MOTIF, OPEN LOOK MICROSOFT; APPLE
7. DEVELOPMENT LANGUAGES		TBD	TBD
8. IMAGING		TBD	TBD
9. OPERATING SYSTEMS (COMMAND LANGUAGE, FUNCTIONS, & API) SERVER CLIENT		POSIX POSIX	ANSI/IEEE 1003.1/2/7: [FIPS 151-1] PROPOSED FIPS

How to best provide the “utility” functions of LAN administration and PC technical support. There is no disagreement about what these functions are:

- Administer/Manage Local Area Network (LAN)
- Analyze PC/LAN needs of users
- Short- and long-range planning of PC and network environment
- Optimize network and PC performance
- Fix LAN and PC hardware, software, software applications and communication problems
- Provide preventive maintenance on LAN/PC hardware and peripherals
- Evaluate, acquire, test, and install LAN/PC hardware and software
- Develop and maintain written documentation, procedures, user manuals, and instructions
- Knowledge and support of desktop operating systems, software, and applications (as they apply to LAN/PC)
- Stay up-to-date with changing technology

There is also agreement among the members of SPIT to the following:

- A formula for a minimum acceptable allocation of such personnel could be developed, and that the allocation should be geographically based, rather than department based.
- Everyone should be guaranteed a minimum level of service, although a business unit may choose to have more support than this minimum.
- Business units should have control over the day to day activities and priorities of these people.
- Business units should have recourse and correction capabilities for addressing non-performance.
- Equivalent service should have equivalent cost across the County.

The members of SPIT have been unable to achieve consensus around the best method of delivering these services. The options, as we see them, are:

- Department employees; achieve desired distribution by departments working out agreements to "share" employees in similar geographic locations.
- A central group of employees who report to work sites, but are centrally "administered" and have ties to the central ISD. (A "matrix" approach)
- A central group of employees who respond to needs as they occur.

The first two options are preferred by the members of SPIT.

Outsourcing is another facet of this discussion; it could be achieved by departments each contracting for service or by a centrally managed contract.

PC "Flat Fee" Funding

- The idea originally put forth was:
 1. Determine "adequate minimum" service, replacement, upgrade and support levels for:
 - PC standard hardware
 - PC standard software
 - Training on these standards
 - Technical support and LAN administration "utility" functions.
 2. Add up what it would cost annually to provide these services to all PC users, via whatever mechanisms were determined to be optimal for the County.
 3. Divide this total by the number of PC's in the County. The result would be an annual charge that each department would pay for each PC, to receive the services listed above.

Issues/Concerns:

- As the entire County is not providing these services in an “adequate minimum” way at this time, this plan would result in increased expenditures for PC’s.
- SPIT members had difficulty conceptualizing how this process would work, absent decisions about how the services, especially support and LAN administration, would be provided.
- There is disparity in opinion as to whether it is effective and/or efficient for individual departments to devote resources to providing/managing these PC services.
- There were differing opinions as to whether this funding would create an “account” for each department, or an overall funding pool.
- It will be necessary to re-assess training needs periodically and provide the proper classes based on this assessment. For example, lots of “beginner” classes will be necessary when we first implement a standard, but as the standard becomes prevalent, more advanced classes and fewer beginner classes may be necessary.
- Members had difficulty in determining whether a “level playing field” would be of benefit to their organizations.
- The concept of an “internal lease” function was discussed, where a work unit would pay a certain amount annually for certain “menu choices” in equipment and service. For example, a standard PC would carry one charge, one with more RAM would carry a higher charge; 24-hour/7 day per week service would carry one charge, weekday only would carry another.

The county would own any equipment, thereby reducing confusion over equipment ownership in grant funding situations.

- There is a significant migration issue regarding machines departments currently own.
- Fully converting to externally leased equipment should be investigated as part of the implementation of this idea.
- This funding mechanism would help to implement the “computer store” objective.
- This funding mechanism would simplify budgeting for and acquiring PC equipment and services.

Applications Development and Maintenance

Previous SPIT consensus, and an objective in the current strategic plan, is that the responsibility for applications development and maintenance goes to the business unit – this means they have the responsibility for making sure applications development and maintenance *happens*.

It was clear that further refinement of this concept was needed. The following are SPIT's thoughts on this subject.

Elements of Applications Development/Maintenance

- 1) New systems design
- 2) Modifications to commercial packages
- 3) Needs assessment
- 4) Business process design
- 5) Documentation
- 6) Maintenance of documentation
- 7) Periodic RFP's
- 8) Identifying scope of development work (single agency vs. shared applications)
- 9) Programming
- 10) Testing
- 11) Data design and integration
- 12) Adherence to standards (methodology and software)
- 13) Conversion/migration/installation
- 14) System integrity/backup
- 15) Disaster recovery
- 16) Quality assurance
- 17) Funding
- 18) Assessment of organizational capacity for assimilating change
- 19) Platform decisions
- 20) Applications development prioritization
- 21) Determining who will perform the actual work

Scope of Applications Development/Maintenance Considered

The scope of projects under consideration are those that would encompass a design for multiple people, or for repetitive (ongoing) use. For these applications, the use is independent of the original developer (i.e., the need will continue independent of the employment of the developer and should be tied to a specific job function). This definition will include applications where the data isn't shared.

Our Current Situation

Our current situation is that we are accomplishing applications development and maintenance in a multitude of ways throughout the county. The committee did not spend time enumerating or describing all the different methods.

Problems With the Current Situation

It should be noted that these are problems identified by at least one member. There was no determination as to whether these are problems for all, or even a majority or users.

- 1) Applications development/maintenance knowledge is tied to the developer; we are dependent on the knowledge in a specific person's head.
- 2) There is inadequate documentation.
- 3) We have fragile systems (example – PSW system where variables were hard-coded into program, making changes difficult, risky, and more expensive).
- 4) We have a large inventory of old, legacy systems (examples are the A&T system, the Health/ODS interface).
- 5) There is a large backlog of unmet development/maintenance needs.

- 6) Departments have little control over the type or quantity of maintenance they can get (particularly general-fund programs).
- 7) Inadequate overall funding.
- 8) Systems are isolated and duplicative.
- 9) We have a reactive vs. proactive allocation method for funding (crisis mode).
- 10) Solutions are tied to current skills of current staff and the technology currently in use at Multnomah County, as well as current funding mechanisms.
- 11) Customers have little control over who is doing the development work in ISD (lack of choice).
- 12) There is lack of communication/coordination between agencies, between centralized and decentralized staff, as well as outside agencies, key players.
- 13) Development staff is involved in making build/buy decisions. As they may be impacted by the decision, this introduces the possibility of bias in the decision making process to keep development work in-house
- 14) There is the possible problem in evaluation (quality assurance) of programming efforts if we are asking people who have done the work to evaluate it.
- 15) Technology people are, in effect, making "business" decisions, and may make technology the end rather than the means.
- 16) We often just automate current processes, instead of looking at the process and operating from a "systems thinking perspective" before making applications decisions.

- 17) Business units have not had authority over the development process; attempting to exercise such authority has often been at their own peril.
- 18) There is no effort for business managers to keep up to date and be evaluated on/be accountable for keeping their use of technology appropriate (need for accountability for knowledge of and commitment to IT).
- 19) There is generally a lack of understanding that the use of IT is a management issue, and not a technical issue.

The committee's consensus is that a basic understanding of how IT can be used in a department's/division's/program's business is a high-level management responsibility, and that evaluation of such knowledge should be a piece of performance appraisal.

- 20) There is confusion over roles/responsibilities, especially personal responsibility, in integrating IT and business practices, management, etc.
- 21) The issue of IT in general is a very expensive proposition.
- 22) Multnomah County's approach to IT is not cost effective.

Example - we always seem to be in the wrong place on the price/performance curve, (perpetuation of false economies).

- 23) Lack of flexibility created by human resource management systems (including union contracts, civil service, etc. -- methods of accountability and reward).

Goals for Applications Development/Maintenance

- 1) Business units have authority, accountability, and responsibility for the applications they rely on to conduct business (this is a big issue and needs to be fleshed out). We need to develop expectations--people have a hard time being accountable without knowing what they are accountable for. Business units should also be accountable to the remainder of the County for their actions. We need to define expectations and make this part of management's performance review.
- 2) The County's applications are adequate and effective to support its business.
- 3) Get more results from resources available by:
 - Eliminating duplication;
 - Coordinating effort among agencies;
 - Ensuring use of systems approach; looking at/improving the process before it is automated;
 - Developing systems and processes to measure our "return on investment";
 - Investing adequately to ensure maximum return on investment;
 - Leveraging resources (internal and external);
 - Better initial planning.
- 4) Develop personnel/human resource management practices and systems that work to support our business needs:
 - Training people in new technologies;
 - Referring to the solutions we already have in "organizational issues" ;
 - Addressing performance issues;
 - Recruiting people effectively;
 - Compensating people fairly;

- Producing other cultural changes to allow us to manage our human resources effectively.
- 5) Provide business unit(s) with control over resources (personnel and financial) to manage applications development and maintenance (this will require a migration strategy). This could be effected in many ways, the key element is “control.”
 - 6) Set standards such that our applications developed in-house are developed consistently, even if they are not developed in a central environment. Applications can easily be transferred between business units. Data standards should be addressed for both in-house and commercial or externally developed applications.
 - 7) Evaluation of interdepartmental needs prior to building/buying new application (above a certain dollar threshold). The ITC and Operations Council should be involved. Beyond a certain dollar amount an independent review is warranted. (The DIT should be responsible for this—some work required in defining the dollar amount)
 - 8) Develop a county-wide forum to share IT knowledge (see prior recommendations for ITC, Operations Council)
 - 9) If we evaluate a new application for “make or buy” and decide to make, we must address the issue of “marketability” as part of the applications design decisions.
 - 10) Make applications development decisions recognizing the long-term cost implications. Recognize the maintenance needs over time, and the associated costs.

Full maintenance and capital replacement should get built into the development work we do. (This should tie back to the funding discussion—we’ve already talked about capital replacement and need to add the ongoing maintenance as well).

Organizational Models for Applications Development/Maintenance

The goals need to be taken in context with each other. Certain solutions will optimize some goals and not others, and different optimizations are possible with different solutions. Every model will be a compromise.

The SPIT committee's consensus is that Multnomah County (the DIT?) should convene an appropriate representative forum to decide the best model for providing applications development/maintenance support. This may result in multiple models being used, different types for different types of applications.

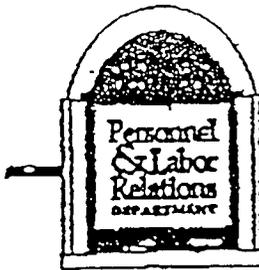
There is also consensus from SPIT that management should have authority, accountability, and responsibility for IT in their areas of focus, and their performance in this regard should be evaluated in their performance reviews.

ALAMEDA COUNTY
TELECOMMUTING PROGRAM
HANDBOOK

SECTION 1

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SECTION 1 - September 1994



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ALAMEDA COUNTY

TELECOMMUTING PROGRAM

INTRODUCTION

Telecommuting is an arrangement where employees work at a location other than the conventional office, such as an employee's home or a satellite office. Telecommuting is usually used for part of the work week (1 to 4 days), or periodically. It does not always require computers or other technical equipment.

Private and public sector employers are implementing telecommuting programs to improve staff productivity and morale, decrease sick leave use and absenteeism, realize cost savings, and reduce commute time. During the first six months of Alameda County's telecommuting pilot, 70% of the participants reported an increase in quality and effectiveness of work. Supervisors of the telecommuters confirmed that telecommuters improved work productivity and worked more efficiently.

Three elements are needed for successful telecommuting: 1) work that is independent in nature (writing, reading, organizing data, telephoning, field inspection, public health nursing, data entry, and word processing); 2) employees who are productive, responsible, highly motivated, and skilled in their jobs; and, 3) supervisors who are willing and able to supervise without being in constant contact with employees.

Alameda County's Telecommuting Program is designed for selected employees who meet specific work standards. It is a program to achieve increased productivity and lower operational costs.

ALAMEDA COUNTY TELECOMMUTING PROGRAM
TELE COMMUTING PARTICIPATION REGULATIONS

All participants must understand and agree to program guidelines and the following regulations.

1. Telecommuting is not a substitute for child or elder care; telecommuter must provide child or dependent care arrangements and will manage dependent care and personal responsibilities in a way that allows job responsibilities to be successfully met.
2. The duties, obligations, responsibilities, and conditions of a County employee are not changed by telecommuting. Employee's salary, retirement, benefits, and insurance coverage shall remain unchanged.
3. Telecommuting employee remains obligated to comply with all County rules, policies, practices, and instructions. Violation of such may result in preclusion from telecommuting and/or disciplinary action, up to and including termination of employment.
4. Work hours, overtime compensation, and vacation schedule will conform to the Administrative Code, MOU provisions, Fair Labor Standards Act (FLSA), and to any other terms agreed upon by employee and supervisor, except that, those terms may not violate the laws/provisions stated above. *Hours of work can be arranged flexibly with supervisor.*
5. Telecommuting usually occurs on a part time basis which is arranged with telecommuter's supervisor. Requests to work overtime, use sick leave, vacation, or other leave must be approved by the employee's supervisor in the same manner as when working in the regular office.
6. Employee will work at a designated location during hours agreed upon and will not work anywhere else unless agreed upon with supervisor.
7. Employee agrees not to conduct unauthorized employment when telecommuting.
8. Expectations must be pre-established between telecommuters and supervisors regarding work assignment(s), productivity level, and productivity measurements to be used when employee is telecommuting.

SECTION 1.3

9. County provided equipment at home is not an entitlement of telecommuting. Depending on department and job arrangements, equipment can be provided under certain circumstances. County discounts for purchase of hardware, software, or equipment will be made available to telecommuting employees.

Office supplies needed by telecommuter will be provided by the Department. All requests must be approved by the responsible supervisor.

10. Use of County equipment and supplies is limited to authorized persons and for purposes relating to County business. The employee is responsible for seeing that equipment is properly used. The County will provide for repairs to County equipment.

11. When employee uses his/her own equipment, employee is responsible for maintenance and repair of equipment. Employee will cover all utility costs incurred while working at home.

12. In the event of delay in repair or replacement of equipment or any other circumstance under which it would be impossible for the employee to telecommute, the employee will be assigned to do other work and/or return to County work place.

13. Employee must designate a work space at home which will be maintained in a safe condition, free from hazards. Telecommuter will be responsible for completing a home/work space safety checklist. Any accident must be brought to the immediate attention of the supervisor.

14. With 24 hour advance notice, an appropriate representative of the County may make on-site visits to the employee's home to determine that the work site is safe and free from hazards, and to maintain, repair, inspect, or retrieve County owned equipment.

15. Telecommuters must have a method of receiving and responding to communications (messages, mail, etc.) from other staff, supervisors, and when applicable, clients and/or the public. Communication method(s) will be incorporated into the written agreement between supervisor and employee.

16. Telephone charges related to County business will be paid by the Department/Agency. Selection and installation of telephone equipment and/or modem will be the decision of the department. Alameda County will not pay for utilities (heat, electricity, etc.) nor home maintenance costs.

17. The County worker's compensation liability for job related accidents will continue to exist during the employee's telecommuting work hours.

18. Telecommuter remains liable for injuries to third persons and/or members of employee's family on employee's premises. Alameda County is not liable for damage to employee real property.

- 19. Telecommuter will take all precautions necessary to secure County information in his/her home and prevent unauthorized access to any County system or information, and will sign an equipment security agreement.
- 20. Telecommuter will comply with all Telecommuting Equipment and Security Guidelines, including access processes.
- 21. All telecommuters and supervisors will agree to participate in program evaluation studies conducted by the County. Responses will remain anonymous unless participants authorize release of identification. While the employee's individual responses will not be published, the data may be compiled and made available to the public with out identification of the participant.
- 22. Telecommuting employees home addresses and telephone numbers remain confidential and are not released.
- 23. Any non-compliance with these regulations can result in disciplinary action, up to and including termination.

A copy of these regulations must be attached to each telecommuters Employee-Supervisor Agreement.

I have read and agree to comply with these regulations (to be signed when an employee is accepted into the program).

Supervisor's Signature

Date

City of Redmond (Washington)

September 1993

Telecommuting Work Option

A. Telecommuting Policy:

Eastside traffic congestion and regional air quality are at a critical state. The measures employers take today directly impact the quality of life in our community and neighborhoods.

That is why the City of Redmond endorses telecommuting as a work option for selected employees. One of our goals continues to be to set an example of how one employer can take positive steps to reduce our organization's demand on the region's transportation network. In striving to be a responsible corporate citizen, we recognize telecommuting is but one of a number of initiatives employers must take if we wish to be part of the solution to traffic congestion and air pollution.

Furthermore, telecommuting is consistent with sound business practices and will make the City of Redmond more competitive. Telecommuting increases the productivity and morale of employees who participate in the program, more effectively uses work space, and promotes a spirit of innovation.

B. Program Description:

Telecommuting is a mutually agreed upon work alternative between the telecommuter and supervisor subject to approval of the City's telecommuting committee. The telecommuter, supervisor, or the committee may end the telecommuting arrangement at any time.

Telecommuters work at home up to two days a week on a regular basis. Writing, reading, telephoning, data analysis, computer programming, word processing and data entry are all tasks amenable to telecommuting.

C. Goal:

The City is committed to reaching a goal of 10% of the work force telecommuting two or more days a month. Both "high-tech" (with computers and modems) and "low-tech" telecommuting is encouraged.

D. Eligibility:

All City employees are eligible to apply to become telecommuters.

- ☒ Their work must be of a nature wherein face-to-face interaction is minimal or may be scheduled to permit telecommuting;
- ☒ The need for specialized material or equipment must either be minimal or flexible.

E. Personal characteristics of the employee will include:

- ☒ A demonstrated conscientiousness about work time and productivity evidenced by satisfactory or better performance reviews.
- ☒ Self-motivated.
- ☒ Ability to work well alone for long stretches of time.
- ☒ Limited need for feedback but able to ask for it if necessary.

F. Requirements necessary to qualify for the Telecommuting Program:

- ☒ Regular employees who are past their probation period.
- ☒ Employee interest as evidenced in completing an application to be a telecommuter.
- ☒ Employee's willingness to sign and abide by a telecommuter agreement.
- ☒ Supervisor's approval.
- ☒ Supervisor's willingness to invest the necessary time to help the telecommuting arrangement succeed.
- ☒ Attending telecommuting training sessions and participating in program evaluation activities.
- ☒ Planning with co-workers how workflow issues will be addressed while telecommuting, such as callers, mail, and meetings.

G. Childcare:

Telecommuting is not a substitute for child care. Telecommuters must make or maintain child care arrangements to permit concentration on work assignments at home.

H. Hours of Work:

The telecommuter will have regularly scheduled work hours agreed upon with his or her supervisor, including specific core hours of phone accessibility.

I. Employee/Supervisor Communication:

Telecommuters keep their supervisor informed of progress on assignments worked on at home, including any problems which they may experience while telecommuting. Methods of planning and monitoring the work of the telecommuter include:

- ☒ E-Mail to supervisor outlining telecommuting day's work plan the day before telecommuting followed by a list of accomplishments the day after the telecommute day.
- ☒ Discussing plans for work for the telecommuting day(s) with supervisor, then debriefing the following day.
- ☒ Scheduled telephone "meetings" with the supervisor on the telecommuting day.
- ☒ Some other arrangement specifically for the telecommuting day designed at the beginning of the program.

J. Equipment:

Hardware

The City will attempt to provide PC equipment on an as-needed basis within the limits of available funds. This equipment may consist of a PC, modem, and supplies.

The employee may, with their supervisor's approval, elect to use PC equipment of their own. If this option is chosen, Information Services requires the employee to bring their PC into the City for evaluation, configuration, and software loading. A minimum configuration standard will be established by Information Services as a condition of I.S. support of employee PC equipment.

No office furniture will be provided.

Software

While working at home performing City functions, employees must conform to the City software standards as established by Information Services. Under most circumstances employees will be allowed to run a copy of City-standard software on the PC they have at home based on the Microsoft Licensing Agreement. Please contact Information Services to ensure the software you plan to use conforms to this agreement.

If the telecommuter wishes to dial-in to the City's network, the necessary software will be provided at no charge. The telecommunications software provided may be updated periodically. When this occurs, the telecommuter will be contacted to arrange for the

J. Equipment: (continued)

Software (continued)

Information Services will provide telephone support to the telecommuter during normal City business hours.

Telecommuters are encouraged to obtain a copy of PC Anywhere to facilitate remote trouble-shooting. Information Services will provide training on the use of this software to the telecommuter.

K. Equipment Liability:

The City will be responsible for the repair and maintenance of equipment provided by the City. Surge protectors must be used with any City-owned computer made available to the telecommuter. The employee will be responsible for:

- ☒ Any intentional damage to the equipment,
- ☒ Damage resulting from gross negligence by the employee or any member of the employee's family,
- ☒ Damage resulting from a power surge if no surge protector is used.

Damage or theft of City-owned equipment that occurs outside the employee's control will be covered by the City's insurance policy. The City is not responsible for damage or loss to employee-owned equipment. Telecommuters should check their homeowner's/renter's insurance policy for incidental office coverage.

L. Workspace:

The employee must establish and maintain a clean, safe, dedicated work space.

M. Injuries:

The employee will be covered by worker's compensation for all job related injuries that occur in the designated workspace at the telecommuter's home during the telecommuter's defined work period. Since the workplace and home will be one and the same, worker's compensation will NOT apply to non-job related injuries that might occur in the home.

N. Telephone Expenses:

Except for local calls, the City will reimburse the employee on a case by case basis for job related telephone expenses incurred by the employee at home. The employee must present an itemized copy of the telephone bill to their department for reimbursement.

TELECOMMUTING GUIDELINE

Provided by the Information Policy Office

WHAT IS TELECOMMUTING

Telecommuting (also known as teleworking) is a work location alternative allowing employees to perform job responsibilities away from a central office location, either in homes or at work centers (telework centers). The homes or telework centers are equipped with information technology which is appropriate for the tasks being performed. A guideline for initiating a telecommuting program is attached. This guideline is now in final status.

ACTION ITEMS

- **Use this guideline during the agency-wide strategic planning process.**
- **Advise agency human resources, facilities and capital project planning organizations that this guideline exists.**
- **Remove the existing draft version of this guideline from Volume II, Tab 14 of "Creating and Managing Information Resources for Minnesota State Government Organizations" handbook and insert the attached copy of the final guideline into Tab 14.**

Minnesota Statutes 1994, Section 15.95; subdivision 10 requires the preparation of telecommuting plans. State agencies intending to request office space such as a new building (new construction or acquisition or an existing building), renovation/remodeling or relocation must submit telecommuting plans to the Information Policy Office (IPO) for review and approval.

FOR MORE INFORMATION

This document originated in and is sponsored by the Department of Administration, Information Policy Office (IPO). For more information about the Telecommuting Guideline, please contact Nancy I. Anderson in IPO at 282-3704.

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IRM GUIDELINE 4, VERSION 2:

PURPOSE

Minnesota statute section 15.95, subdivision 10 requires state agencies to prepare telecommuting plans or a statement of non-practicality before capital budget requests for office space can be submitted to the legislature. The primary purpose of this guideline is to assist state agencies in preparing the required documents. State agencies requesting office space such as a new building (new construction or acquisition of an existing building), renovation/remodeling or relocation must submit telecommuting plans to the Government Information Access Council (GIAC) for review and to the Information Policy Office (IPO) for review and approval. State agencies can use this guideline to determine the practicality or feasibility of telecommuting and to define and establish a telecommuting program.

SCOPE

The scope of this guideline includes how to determine the practicality and feasibility of a telecommuting program and how to define a program and establish telecommuting in a state agency.. A statewide telecommuting policy is currently being developed to define and document policy issues related to telecommuting.

REFERENCES

The following Minnesota statute establishes the requirements for a telecommuting plan or statement of non-practicality which is needed for capital budget requests for office space:

Minnesota Statutes 1994, Section 15.95, subdivision 10

Department of Administration, Information Policy Office

DEFINITION OF TELECOMMUTING

Telecommuting involves using alternative work locations including homes, work centers near homes, mobile work sites or customer sites to allow employees to conduct business away from a central work location.

BENEFITS OF TELECOMMUTING

Telecommuting may result in benefits to the state as a whole, to individual state agencies and to the customers of state government. These benefits include such items as increased productivity, reduced need for office space and improved levels of customer service. Increased productivity is most often achieved through reduced interruptions and improved employee satisfaction.

Reduced need for office space may translate to reduced capital bonding and operating costs including rent, utilities, insurance, furnishings, security, cleaning and maintenance. Traffic congestion and the need for parking facilities may also be reduced.

DETERMINING THE PRACTICALITY AND FEASIBILITY OF IMPLEMENTING A TELECOMMUTING PROGRAM

A telecommuting program may not be practical or feasible for specific state agencies or organizations in certain circumstances. The practicality and feasibility of a telecommuting program depends on the type of jobs in an organization. Some types of jobs are not well suited to telecommuting. Jobs which require substantial person-to-person interaction, such as counseling and training, or personal supervision such as custodial care may not be appropriate for telecommuting. Certain jobs which depend on frequent input from colleagues or the constant need for non-computerized central site reference material may not be appropriate for telecommuting.

GUIDELINE: WHAT ARE THE STEPS NECESSARY FOR IMPLEMENTING A TELECOMMUTING PROGRAM?

Agencies may use the following list of steps as an aid in defining and establishing a telecommuting program.

1. Obtain executive support
2. Initiate and select a telecommuting steering committee
3. Survey the potential for telecommuting
4. Define the business needs, goals and approach
5. Select the jobs and work locations
6. Establish a telecommuting policy
7. Establish a telecommuter understanding
8. Select enabling information technologies
9. Create an implementation plan for the telecommuting program
10. Prepare a statement of impact on utilization of office space and building requirements
11. Select telecommuters and identify telecommuting schedules
12. Conduct education and training
13. Execute the telecommuting program and evaluate the results
14. Expand the telecommuting program and reconfigure vacated office space

1. OBTAIN EXECUTIVE SUPPORT

Agencies should identify an executive with the authority and responsibility to initiate and support a telecommuting program and to approve the agency-wide telecommuting policy and telecommuter understanding.

2. INITIATE AND SELECT A TELECOMMUTING STEERING COMMITTEE

Department of Administration, Information Policy Office

Agencies should establish a telecommuting steering committee which can advise the executive and managers on telecommuting issues, define the telecommuting program, prepare the telecommuting policy and telecommuter understanding and provide on-going direction for the program.

3. SURVEY THE POTENTIAL FOR TELECOMMUTING

Agencies should survey and analyze all jobs within the agency to determine the potential number of applicable jobs and employees. This initial survey should be directed to and completed by agency management. The survey information is an aggregate estimate which would be used for future planning purposes. Employee surveys to determine level of interest can be done at a later time.

4. DEFINE THE BUSINESS NEEDS, GOALS AND APPROACH

Agencies should identify the business needs, goals and approach related to a telecommuting program. Telecommuting programs should support the agency mission and satisfy the needs of customers, managers and employees.

- What types of business needs could be solved by telecommuting?

An investigation of telecommuting should begin with an analysis of existing business needs to determine which needs could be addressed by telecommuting.

Some types of business needs that could be solved by telecommuting may include:

- increased productivity levels
- reduced building occupancy costs
- improved staff retention, recruiting levels and morale

- improved customer service

- What goals and objectives may be related to telecommuting?

Agencies should identify goals, such as office space reduction and then establish measurable objectives to reach those goals.

Some measurable objectives could include:

- increased employee productivity and satisfaction
- increased employee retention rates
- increased utilization of total office space
- reduced total square footage at the central location
- improved utilization of square footage at central location, for example housing more employees in existing space
- reduced square footage for support and records storage
- reduced building occupancy costs
- increased levels of customer service

- What approaches may be applicable to telecommuting?

Agencies should select a specific approach when implementing a telecommuting program.

Two common approaches are the **tactical** approach and the **strategic** approach.

- The **tactical** approach involves a minor relocation of a limited number of individuals within a department who telecommute one or two days per week. A tactical approach is shorter term, such as a pilot and may involve lower risk and less benefits. It is generally advisable and more common to begin with the tactical approach.

- The strategic approach involves a major relocation of an entire department with a large number of individuals who telecommute several days per week. A strategic approach may be longer term and may involve higher risk and greater benefits.

5. SELECT THE JOBS AND WORK LOCATIONS

Agencies should select the jobs and work locations for the telecommuting program.

- What types of jobs are suited for telecommuting?

Certain types of jobs are suited for telecommuting. Some of these types of jobs may include:

- field work: financial, engineering, medical, inspection, law enforcement
- planning
- project work
- research
- word processing
- telephone duty stations
- data entry
- computer design, programming, testing, documentation

- What job characteristics are suited for telecommuting?

Job characteristics that are suited for telecommuting are those that contain a substantial amount of individual production with a minimal amount of face-to-face interaction. Some of these job characteristics may include:

- high degree of computer, project or knowledge work
 - well defined job objectives and output, including the production of deliverables which can be assessed to ensure that useful work is being done
 - minimal amount of support and non-computerized reference material needed from central location
 - limited face-to-face interaction needed from colleagues
 - substantial traveling away from the central work location
- What work location options may be used for telecommuting?

Work location options refer to the variety of work locations and their degree of remoteness from a central work location. Some work location options may include:

- satellite work location (regional state offices, libraries, commercial offices)
- mobile work locations for field employees (vehicle, customer site, hotel)
- home work location

6. ESTABLISH A TELECOMMUTING POLICY

Agencies should establish an agency-wide telecommuting policy which documents the agency position on telecommuting issues. A statewide telecommuting policy document is currently being developed and will be available as a separate document. An interim policy could be created specifically for a pilot or tactical program which could be evaluated and modified following the completion of the pilot. The final agency policy should reference the statewide policy when it becomes available.

The telecommuting policy may include such issues as:

- purpose and goal of telecommuting

- a series of specific policy statements which address the following:
 - statement that all state laws and policies are to be complied with
 - statement that duties, obligations, responsibilities and conditions of employment remain unchanged
 - statement that provisions of collective bargaining agreements and plans must be followed when planning or implementing telecommuting programs
 - statement of criteria for determining who may participate in telecommuting
 - definition of telecommuter work schedules
 - definition and use of the satellite, home or other work environment
 - definition of dependent care parameters (child, parent, disabled person)
 - identification of ownership, liability, use and repair of telecommuter equipment and other property including office furniture
 - definition and responsibility for security and confidentiality of information
 - definition and responsibility for safety and ergonomic working conditions for telecommuters
 - definition and statement on insurance and liabilities
 - definition and position statement on tax effects for home offices
 - definition and liability for job-related injuries in the home (telecommuter and third party)
 - definition and responsibility for equipment and technology costs
 - requirement for telecommuter understanding

7. ESTABLISH A TELECOMMUTER UNDERSTANDING

Agencies should establish an agency-wide telecommuter understanding which documents the specific understandings between the individual telecommuter, that person's supervisor and the unit's manager, and is signed by all three.

The telecommuter understanding may include some of the following items:

- job title, definition, objectives
- telecommuter work schedule and location
- ownership and responsibility for equipment and other property used by the telecommuter
- home safety and ergonomic requirements
- methods of formal and informal communication with the supervisor, other telecommuters and satellite and central site co-workers
- statement defining a periodic review, evaluation and renewal of the telecommuter understanding

8. SELECT ENABLING INFORMATION TECHNOLOGIES

After determining the types of jobs involved in the telecommuting program, agencies should identify the specific hardware, software, telephone and telecommunications options needed to support the specific types of telecommuting jobs. Generally, telecommuters will need access to the same types of information technology in the home or other environment as in the central location environment.

Note that agencies may want to maximize the use of future technology advancements and opportunities as a means of supporting telecommuters and reducing overall office space. As an example, face-to-face video capabilities are expected within 2-3 years. For more

examples and information on supporting technology, refer to IRM Guideline 6 - Information Technology - Office Space Request.

The information technologies listed below are optional and may include:

- Hardware and Software:
 - personal computing equipment and other supporting equipment such as printers, facsimile machines and photocopiers
 - personal computing software such as remote access software, electronic mail, groupware, word processing, spreadsheet, database, calendar, scheduling and other software as needed

- Telephone:
 - standard features: voice mail, long distance, call forwarding, call waiting
 - enhanced features: voice messaging, teleconferencing - audio or video

- Telecommunications Options: **Adequate security protection is a vital element of a successful telecommuting program and should be implemented and tested before telecommuters are allowed to access systems and databases. Specific security techniques may include dial-back modems and router firewall protection; passwords will always be required. Telecommunications options may include:**
 - Separate telephone line for access to applicable systems and databases.
 - ISDN (Integrated Services Digital Network) - voice, data and video.
 - Wireless communications including mobile technologies such as pagers, portable computers, modems and cellular phones.

9. CREATE AN IMPLEMENTATION PLAN FOR THE TELECOMMUTING PROGRAM

Agencies should create an implementation plan for the telecommuting program which contains tasks, deliverables, names of responsible individuals and completion dates. The implementation plan could use a phased approach identifying planning, implementation and evaluation phases. In addition, follow-on phases could be used to expand telecommuting throughout the agency and to reorganize and reconfigure central office space that is partially or completely vacated by telecommuters.

10. PREPARE A STATEMENT OF IMPACT ON UTILIZATION OF OFFICE SPACE AND BUILDING REQUIREMENTS

Agencies should analyze how the telecommuting program would impact utilization of office space and building requirements in the short and long term. Managing and improving the use of office space is an essential element of telecommuting programs. As personal work space is no longer needed, it should be reconfigured and converted to shared and multi-purpose use. Excess work space should be permanently vacated, if possible.

In the short term, agencies may convert the space to conference or training rooms, or hold the space if new programs or other expansion is anticipated. In the long term, agencies may contact the Real Estate Management Division in the Department of Administration to determine if the excess space can be used by another agency or division. Agencies should create telecommuting plans to manage this on-going reconfiguration and conversion process with the goal of reducing total office space over future fiscal years.

Requesting capital funds for office space:

For agencies requesting capital funds for office space, the statement should include the specific actions taken in the telecommuting program and the estimated effects of those actions on utilization of office space and building requirements. The primary impact should focus on the projected requirements for total office space (square footage). Note that these projections can be estimates or goals.

The statement should also include the following estimated projections for several fiscal years:

- current and projected staff levels for on-site (central site workers) and off-site (telecommuters) personnel
- current and projected office space (square footage) required with and without a telecommuting program
- projected net savings in office space (square footage) resulting from the telecommuting program

The statement describing the impact of telecommuting on utilization of office space and on building requirements should reflect the goal of reducing total office space over future fiscal years. The statement should be incorporated into the appropriate section of the final predesign document.

Refer to Appendix B for a BRIEF EXAMPLE of a telecommuting impact statement.

11. SELECT TELECOMMUTERS AND IDENTIFY TELECOMMUTING SCHEDULES

Agencies should select individual telecommuters and identify the work schedules for those individuals.

- What types of individuals may be better suited for telecommuting?

Individuals and their work habits play an extremely important role in a successful telecommuting program. Individuals who would adapt best to telecommuting have exemplary work performance history and attendance records and have consistently demonstrated such specific work habits as:

- excellent organizational and planning skills
- high degree of autonomy and self-reliance
- ability to set priorities and meet deadlines
- utilizes direction, not supervision
- requires minimum face-to-face interaction

- What scheduling factors are related to telecommuting?

Scheduling factors refer to the selection of the number and the specific days of the week that an individual telecommutes. Telecommuting work schedules should be flexible and may vary with the type of job as well as with the needs of the supervisor, telecommuter, other telecommuters and central site co-workers. The number of telecommuting days per time period depends on the job functions and degree of personal interaction required with central site co-workers, the supervisor and customers. Telecommuting work schedules should be documented in the telecommuter understanding.

Some of the factors which should be considered when establishing telecommuting schedules may include:

- employment condition such as full-time or part-time
- type of job involved

- optional identification of core work hours for telecommuters
- development of interim schedules to be evaluated and modified as needed

12. CONDUCT EDUCATION AND TRAINING

Agencies should conduct formal education and training sessions for agency executives, telecommuters, supervisors and central site co-workers before a telecommuting program is implemented.

13. EXECUTE THE TELECOMMUTING PROGRAM AND EVALUATE THE RESULTS

Agencies should plan to monitor the telecommuting program and periodically evaluate the results by surveying participants and documenting agency costs and benefits. Evaluations should be done whether the program is a pilot or permanent program. Costs and benefits should correspond to the business needs and goals that were initially identified for the program.

Although not applicable in all programs, some cost components may include:

- pre-program costs: feasibility study, pilot project(s), consulting, education and training
- indirect costs: information technology, managerial and supervisory support time
- computing and supporting equipment (hardware and software)
- telecommunications equipment and network connections
- maintenance and repair contracts for computing and supporting equipment
- setup and on-going home office costs:
 - physical requirements, i.e. residential electrical upgrades or office alterations
 - furniture: personal computer work center, file cabinet, chair
 - supplies: paper, printer cartridges, diskettes, folders, notebooks, pens

The expected benefits may differ for each telecommuting program. Certain benefits may not be applicable to a specific program and some programs may not have positive results for all benefits. Some benefits for employees and state agencies may include:

- improved productivity of telecommuters and co-workers
- improved employee satisfaction of telecommuters and co-workers
- improved employee retention and reduced training costs
- reduced office and parking space requirements

Some benefits for society may include:

- improved environmental quality (reduced vehicular traffic, reduced pollution)
- extended roadway life
- stabilization of rural communities

14. EXPAND THE TELECOMMUTING PROGRAM AND RECONFIGURE VACATED OFFICE SPACE

Agencies should evaluate the initial telecommuting program to determine if that program should be expanded or instituted agency-wide. If so, agencies should evaluate the existing telecommuting program plan and if necessary, modify the plan to include an agency-wide definition of business needs, goals and approach. In addition, agencies should establish a plan to manage the reconfiguration of office space which is partially or completely vacated by part-time and full-time telecommuters. Vacated office space could be designated as shared or multi-purpose and should be made available for multiple uses such as conference or training areas or work areas for telecommuters working on-site.

APPENDIX A

MINNESOTA STATUTES 1994, SECTION 15.95, SUBDIVISION 10

Subd. 10. **CAPITAL INVESTMENT.** No state agency may propose or implement a capital investment plan for a state office building unless:

(1) the agency has developed a plan for increasing telecommuting by employees who would normally work in the building, or the agency has prepared a statement describing why such a plan is not practicable; and

(2) the plan or statement has been reviewed by the council and approved by the information policy office.

APPENDIX B

EXAMPLE TELECOMMUTING IMPACT STATEMENT

The telecommuting impact statement should contain the following four sections.

I. EXAMPLE TELECOMMUTING PROGRAM OBJECTIVES AND ACTIONS

1. Reduce the number of on-site (central site workers) staff by continually expanding the telecommuting program.
2. Reduce the amount of personal office space and increase the amount of shared office space by continually reconfiguring and converting personal office space to shared or multi-purpose space as personal space is vacated by telecommuters.
 - Convert personal cubicles to shared cubicles.
 - Convert personal offices to multi-purpose space such as training or conference rooms.
 - Maximize use of conference rooms and equip them for personal, shared or multi-purpose use, including personal computer workstations and audio and video teleconferencing.
 - Use modular office furniture when practical to facilitate the changing mix of space from personal to shared or multi-purpose use.
3. Reduce the amount of staff and support needed as the number of telecommuters increases.
4. Reduce the amount of total office space (square footage) by permanently vacating excess space.

II. EXAMPLE TELECOMMUTING IMPACTS ON UTILIZATION OF OFFICE SPACE

1. Reduced personal office space including cubicles and offices.
2. Increased shared and multi-purpose office space such as training or conference rooms.
3. Reduced office space used for staff and support such as storage, reception and lobby areas, mail distribution stations, copy and fax machines.
4. Reduced total office space (excess office space is permanently vacated).

III. EXAMPLE TELECOMMUTING IMPACTS ON BUILDING REQUIREMENTS

Department of Administration, Information Policy Office

1. The total office space (square footage) reflects the current and future projected number of on-site individuals and allows for future flexibility, including reduction to allow for decreasing numbers of on-site individuals.
2. The total office space (square footage) reflects the need for computer rooms for installation of computer hardware for current and future needs for applications systems, communications equipment and additional servers such as for Internet and E-Mail needed to support increasing numbers of telecommuters.
3. Layouts and floor plans reflect the current mix of personal and shared space and allow for future reductions of personal work space and increases in shared work space.
4. Layouts and floor plans reflect future increases in the number of conference rooms and all conference rooms are equipped for multi-purpose use, for example, voice (audio teleconferencing), data jacks and partitions for large conference rooms (each partitioned section should be equipped with voice and data jacks.)
5. Video teleconferencing room(s) and facilities are included and located strategically throughout the office work area.
6. Load-bearing walls are minimized and full-height partitions are of a movable variety to allow for continuous reconfiguration and reduction of office work space.

Telecommuting

IV. EXAMPLE OFFICE SPACE PROJECTION INFORMATION *

The following projections may be estimates or targeted goals.

	<u>CURRENT YR</u>	<u>FY96/97</u>	<u>FY98/99</u>	<u>FY00/01</u>
STAFF PROJECTION:				
Total Staff	100	110	120	130
On-Site	100	80	60	40
Off-Site	0	30	60	90

ON-SITE OFFICE SPACE PROJECTION WITHOUT TELECOMMUTING:

Square Feet	6,400	7,040	7,680	8,320
-------------	-------	-------	-------	-------

ON-SITE OFFICE SPACE PROJECTION WITH TELECOMMUTING:

Square Feet	6,400	5,120	3,840	2,560
-------------	-------	-------	-------	-------

ON-SITE OFFICE SPACE NET SAVINGS WITH TELECOMMUTING:

Square Feet	0	1,920	3,840	5,760
-------------	---	-------	-------	-------

* These projections are simplistic for purposes of this example information. Total square footage was calculated at 200 square feet per person which includes requirements for conference and training rooms, file areas, printers, photocopy and fax machines, aisles, hallways, restrooms, stairwells and elevators.

County Information Security Suggestions Submitted by Commissioner Sharron Kelley

- 1) Create a County IT Security Policy (approved at the top levels of the organization):
 - Define a document classification scheme (confidential, sensitive, open...)
 - Define an information (data) classification scheme (as for documents)
 - Define levels of access (user authorization to see/use/modify)
 - Define the retention periods for documents and information
 - Establish employee responsibilities; train the employees and follow up
 - Define the public's access rights (levels, timeliness, access mechanisms)

- 2) Perform a County IT Security Assessment (technology and policy):
 - Measure conformance of the actual practices to the proposed security policy and existing statutes
 - Establish an ongoing periodic review procedure (EDP security audit)

- 3) Create and implement a county-wide security plan (ISD and IT Coordinators)
 - System and server access security (applications, file services, etc.)
 - Define security for LAN's and WAN's (minimum common denominator)
 - Workstation (PCS UNIX workstations, etc.) Security and user practices
 - Terminal security for "dumb" terminals (tied to a host or mainframe)
 - Physical (building) security
 - Removable media practices (diskettes, tapes, etc.)
 - Internet use (both to and from county network) and configuration
 - Backup services (mainframe, servers, PCS), procedures and security

- 4) Additional Issues:
 - Mobile user access (from within the county facilities: use of different workstations, or access from different locations via a mobile workstation)
 - Telecommuting access (user access to county networks/systems from outside the county facilities, including location flexibility)
 - Workstation implications when accessing systems/servers (copying of information or documents onto a user's workstation disk)
 - E-mail use implications (easy communication of information across the network without regard to document content, Internet E-mail implications)
 - Workgroup software implications (easy sharing of information among groups of people)

- 5) Some security concerns:
 - Virus problems from inside and outside the county network
 - Information/document access by unauthorized parties (inside or outside)
 - Malicious damage, disruption of service or degradation of performance
 - Tampering with information, documents, or programs

MEETING DATE: MAR 07 1996

AGENDA #: R-5
ESTIMATED START TIME: 10:15

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Approve Library Levy Ballot Title

BOARD BRIEFING: _____ DATE REQUESTED: _____

REQUESTED BY: _____

AMOUNT OF TIME NEEDED: _____

REGULAR MEETING: _____ DATE REQUESTED: March 7, 1996

AMOUNT OF TIME NEEDED: 20 minutes

DEPARTMENT: Library / DSS DIVISION: Library / Budget & Quality

CONTACT: Ginnie Cooper / Dave Warren TELEPHONE #: 248-5043 / 248-3822

BLDG/ROOM #: _____

PERSON(S) MAKING PRESENTATION: Ginnie Cooper / Dave Warren

ACTION REQUESTED:

INFORMATIONAL ONLY POLICY DIRECTION APPROVAL OTHER

SUGGESTED AGENDA TITLE:

Resolution in the Matter of Submitting a Three Year Rate Based Serial Levy to Fund Library Services to the Voters at a Countywide Election.

3/7/96 CERTIFIED true copies to MICHAEL COX, Elections, Courtney Wilton, TSCC - Copies to DAVE WARREN, DAVE BOYER & GINNIE COOPER

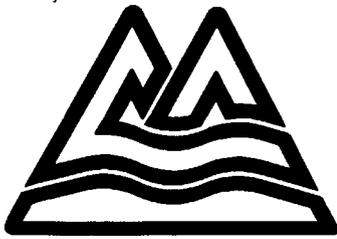
SIGNATURES REQUIRED:

ELECTED OFFICIAL: *Peverly Stein*
(OR) DEPARTMENT MANAGER: _____

BOARD OF COUNTY COMMISSIONERS
MULTNOMAH COUNTY
OREGON
96 MAR - 1 PM 1:54

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any Questions: Call the Office of the Board Clerk 248-3277 or 248-5222



MULTNOMAH COUNTY, OREGON

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

BUDGET AND 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, Principal Budget Analyst *DCW*

TODAY'S DATE: February 28, 1996

REQUESTED PLACEMENT DATE: March 7, 1996

SUBJECT: Placing 1996-1999 Library Levy on May 21 Ballot

I. Recommendation / Action Requested:

Approve Ballot Title for Library Levy.

II. Background / Analysis:

The County proposes to levy \$0.4034 per thousand of assessed value for three years beginning July 1, 1996 for operations of the County Library system. This rate based levy will replace the \$0.4034 per thousand rate based levy that expires on June 30, 1996.

The levy is proposed to be on the May 21, 1996 ballot.

The measure funds the current level of operations, expands hours at branches, expands hours at Central, adds materials purchases to bring the library to the average level of comparable libraries, improves the information access technology of the system, adds a branch in Northwest Portland, and adds operation of a branch at Parkrose.

III. Financial Impact:

The ballot measure will show the estimated annual levy amounts from this rate based levy as:

1996-97	\$15,250,000
1997-98	16,350,000
1998-99	17,460,000

Note that these amounts exceed the net levy proceeds required to cover the costs of the Library program. Discounts and delinquent taxes reduce the amount of taxes collected in each of the years of the levy. In

order to arrive at the amounts necessary to cover expenditures, the County must levy a higher amount. The rate based levy will not cover the operational costs of the library programs. The Library Levy Fund will require \$19.5 million of General Fund support over the next three years to pay for the proposed level of program.

IV. Legal Issues:

The Board must decide what to include in this levy by March 21, 1996 to place the measure on the May Primary ballot.

The attached Ballot Title is in compliance with the legal requirements for layout, topics, and word count.

V. Controversial Issues:

The expansion of services may cause public discussion.

VI. Link to Current County Policies:

The County's current policy is to consider whether to replace the expiring levies with an expanded tax base.

VII. Citizen Participation:

The Library Board has reviewed the proposed levy.

VIII. Other Government Participation:

The City of Portland has expressed a level of discomfort with the combined effects on property taxes of this levy, the public safety levy, and potential bond measures. The combination of the proposed levies and the County tax base would increase the County percentage of total local government property taxes if collected. The County is in negotiations with Portland and the current proposal is not to levy the full taxing authority if that will reduce the levying capacity of the City.

BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

Submitting to the Voters in a)	
Countywide Election a Three Year)	RESOLUTION
Rate Based Serial Levy to Fund Library)	96-35
Services)	

WHEREAS, the current three-year library levy expires June 30, 1996; and

WHEREAS, the Board of County Commissioners of Multnomah County (the "Board" herein) considers adequate funding to maintain quality library services in Multnomah County to be necessary and in the public interest; and

WHEREAS, the Board finds that existing and anticipated County revenues for the three fiscal years commencing July 1, 1996, will be insufficient to provide adequate library services; and

WHEREAS, the Board determines that in order to provide adequate funding for library services, it is necessary to continue the County's tax levies for three fiscal years commencing July 1, 1996, 1997, and 1998, in excess of the amounts within the tax base.

NOW, THEREFORE, IT IS RESOLVED that

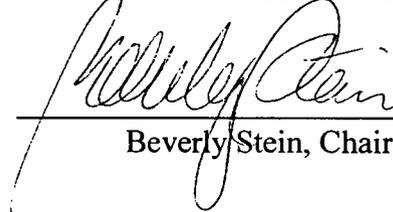
1. An election is hereby called to be held on May 21, 1996, at which the measure described in Exhibit "A" (Ballot Title) shall be submitted to the electors of Multnomah County.
2. Exhibit "A" (Ballot Title) is hereby adopted and made a part of this Resolution. The Ballot Title shall be printed substantially in the form set forth herein.
3. The Levy will be outside the 6% limitation of Article XI, Section 11, Oregon Constitution.
4. The foregoing election and election date are certified to the Director of the Multnomah County Division of Elections.

5. The measure is certified to comply with ORS 310.180 to 310.188; the Tax Supervising and Conservation Commission having held a tax coordination hearing on January 10, 1996.
6. The Clerk of the Board shall forthwith deliver certified copies of this resolution to the director of the Division of Elections and the Tax Supervising and Conservation Commission for their action as provided by law.

ADOPTED this 7th day of March, 1996.

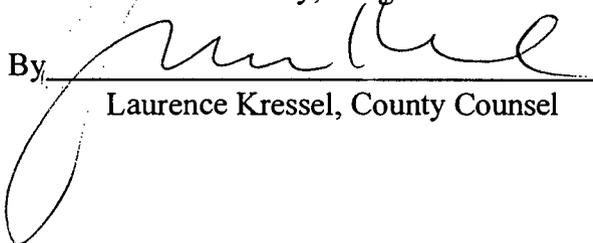


BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY OREGON


Beverly Stein, Chair

REVIEWED:

Laurence Kressel, County Counsel
for Multnomah County, Oregon

By 
Laurence Kressel, County Counsel

Library Levy

Caption

Renew three year serial levy to keep public libraries open.

Question

Shall Multnomah County operate libraries, levy 40.34 cents per \$1,000 assessed value outside tax base for three years beginning 1996-97?

Summary

Levy renewal keeps the Central Library and all branch libraries open, and provides these expanded services:

- More books and other library materials;
- Replacement of outdated and damaged library materials;
- Youth programs, including story hours for toddlers, homework help for students, and special reading programs, with attention to kids in day care;
- Special library programs for adults, senior citizens on technology and other subjects;
- Greatly expanded hours at Central and branch libraries ;
- Open busiest branch libraries on Mondays for the first time in 20 years;

Renewal of three-year serial levy represents no increase in current support tax rate. If the levy is not approved, library services will be reduced significantly, library hours will be shortened, and some libraries may be closed.

Levy cost estimate is about 40 cents per \$1,000 assessed value per year. Typical home pays about \$5 per month.

This serial levy revenue, dedicated to library operations, is estimated to provide \$15.25 million in 1996-7, \$16.35 million in 1997-98, \$17.46 million in 1998-99.

The estimate tax cost for this measure is an ESTIMATE ONLY based on the best information available from the county assessor at the time of the estimate.

The levy is subject to the \$10 local government limit in Section 11b, Article XI, Oregon Constitution.

Explanation

No Increase in the Current Tax Rate

Measure 26-41 will renew the library operations levy and allow the libraries to provide new services with no increase in the current tax rate. The levy will help operate the downtown Central Library, Gresham Library, Midland Library, and other branch libraries throughout Multnomah County.

Increased Hours for County Libraries

It will increase the number of days and hours these libraries are open and will provide the funds to buy library books and other materials.

Who the Library Serves

The Multnomah County Library serves the people of the county by providing books and other materials to meet their informational, educational, cultural and recreational needs.

The Multnomah County Library system is among the busiest in the nation and provides services every year to over 500,000 library card holders. That is over 70% of the people who live in Multnomah County. Nearly 8 million books and other library materials are borrowed from the library each year. Library staff annually responds to more than 800,000 requests for information. More than 1,000 people a day access the library by dialing in to the library's automated system.

What the Library Provides: Books and More

Renewal of the library levy will keep our libraries open, and continue to provide and add these services:

- Operating and staffing downtown Central Library, Gresham Library, Midland Library and 12 other branch libraries located throughout Multnomah County.
- Extended hours at the Central and branch libraries.
- Buying more books and other library materials and continue improvements in library technology.
- Operating and staffing two new branches, a medium-sized library in Northwest Portland and a small branch in cooperation with Parkrose School District.
- Library service to children, adults and senior citizens with special needs.
- 24-hour-a-day access to DYNA, the library's computerized card catalog and community resource and events calendar data base, and increase access to other stored computerized information and data.
- Special child and youth programs including story hours for toddlers, homework help for students, and reading programs with special attention to kids in day care.
- Adult and senior citizen programs on technology and other subjects.
- Information and reference materials for students, jobseekers, and the general public.

The renewed three year serial levy cost is about 40 cents per \$1,000 of assessed value. The typical home in Multnomah County pays about \$5.00 per month over three years, for library operations and the services listed above.

PLEASE PRINT LEGIBLY!

MEETING DATE 3-7-96

NAME Barbara Simon

ADDRESS Mesa

STREET

CITY **ZIP**

I WISH TO SPEAK ON AGENDA ITEM NO. R6

SUPPORT **OPPOSE**

SUBMIT TO BOARD CLERK

MEETING DATE: MAR 07 1996

AGENDA #: R-6
ESTIMATED START TIME: 10:30

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Approve Public safety Levy Ballot Title

BOARD BRIEFING: DATE REQUESTED: _____

REQUESTED BY: _____

AMOUNT OF TIME NEEDED: _____

REGULAR MEETING: DATE REQUESTED: March 7, 1996

AMOUNT OF TIME NEEDED: 20 minutes

DEPARTMENT: Public safety / DSS DIVISION: Public safety / Budget & Quality

CONTACT: Sheriff Dan Noelle
Ginnie Cooper / Dave Warren TELEPHONE #: 248-5043 / 248-3822
BLDG/ROOM #: _____

PERSON(S) MAKING PRESENTATION: Sheriff Dan Noelle
Ginnie Cooper / Dave Warren

ACTION REQUESTED:

INFORMATIONAL ONLY POLICY DIRECTION APPROVAL OTHER

SUGGESTED AGENDA TITLE:

Resolution in the Matter of Submitting a Three Year Rate Based Serial Levy to Fund Public safety Services to the Voters at a Countywide Election.

3/7/96 Certified true copies to Michael Cox in Elections, Courtney Wilton in TSEC. Copies to Dave Warren, Dave Boyer & Sheriff Dan Noelle

SIGNATURES REQUIRED:

ELECTED OFFICIAL: *Peverly Stein*
(OR) DEPARTMENT MANAGER: _____

BOARD OF COUNTY COMMISSIONERS
MULTNOMAH COUNTY
OREGON
96 MAR - 1 PM 1:54

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any Questions: Call the Office of the Board Clerk 248-3277 or 248-5222



MULTNOMAH COUNTY, OREGON

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

BUDGET AND 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, Principal Budget Analyst **DCW**

TODAY'S DATE: February 28, 1996

REQUESTED PLACEMENT DATE: March 7, 1996

SUBJECT: Placing 1996-1999 Public Safety Levy on May 21 Ballot

I. Recommendation / Action Requested:

Approve Ballot Title for Public Safety Levy.

II. Background / Analysis:

The County proposes to levy \$0.7796 per thousand of assessed value for three years beginning July 1, 1996 for operations of the County Public Safety system. This rate based levy will replace the \$0.5288 per thousand rate based levy that expires on June 30, 1996.

The levy is proposed to be on the May 21, 1996 ballot.

The measure funds the current level of operations, adds operational support for 330 new jail spaces, adds secure alcohol and drug operations, and improves the information technology of the system so that those in custody can be adequately tracked, adds additional support functions, booking, and transport functions to the expanded system..

III. Financial Impact:

The ballot measure will show the estimated annual levy amounts from this rate based levy as:

1996-97	\$24,400,000
1997-98	31,600,000
1998-99	33,740,000

Note that these amounts exceed the net levy proceeds required to cover the costs of the Public Safety programs supported by the levy. Discounts and delinquent taxes reduce the amount of taxes collected in

each of the years of the levy. In order to arrive at the amounts necessary to cover expenditures, the County must levy a higher amount.

IV. Legal Issues:

The Board must decide what to include in this levy by March 21, 1996 to place the measure on the May Primary ballot.

The attached Ballot Title is in compliance with the legal requirements for layout, topics, and word count.

V. Controversial Issues:

The expansion of services may cause public discussion.

VI. Link to Current County Policies:

The County's current policy is to consider whether to replace the expiring levies with an expanded tax base.

VII. Citizen Participation:

Various groups, including the multi-jurisdictional Public Safety Facility Task Force, have reviewed and recommended the programs in the proposal.

VIII. Other Government Participation:

The City of Portland has expressed a level of discomfort with the combined effects on property taxes of this levy, the library levy, and potential bond measures. The combination of the proposed levies and the County tax base would increase the County percentage of total local government property taxes if collected. The County is in negotiations with Portland and the current proposal is not to levy the full taxing authority if that will reduce the levying capacity of the City.

PUBLIC SAFETY LEVY

Caption

Three year Levy to operate jails, book suspects, track criminals.

Question

Shall Multnomah County operate jails, levy 77.96 cents per \$1,000 assessed valuation outside tax base for three years beginning 1996-97?

Summary

Three-year serial levy keeps existing county jails open and operating; provides operating money for newly constructed jail, booking and transport facility, and computer criminal tracking equipment.

Levy cost estimate is about 78 cents per \$1,000 of assessed value per year. Typical home pays \$9.60 per month, to help pay for:

- Ending unsupervised release of offenders due to lack of jail space;
- Operating five existing county jails;
- Operating new jail spaces at existing facilities;
- Expanding restitution center which is a low cost corrections facility;
- Getting police back out on street by booking suspects faster.

If levy is not approved, jail operations would be cut back, and 560 beds at Inverness Jail would have to close. Hundreds of inmates per month would be released early without supervision.

This levy provides operating funds for jails, mandatory treatment and tighter criminal tracking and ends the early release of criminals

This serial levy will provide an estimated \$24.4 million in 1996-97, \$31.6 million in 1997-98, and \$33.8 million in 1998-99 dedicated to public safety services.

This levy is subject to the \$10 local government limit in Section 11b, Article XI, Oregon Constitution.

The estimate tax cost for this measure is an ESTIMATE ONLY based on the best information available from the county assessor at the time of the estimate.

Explanation

Multnomah County operates the jails that hold the people our police arrest. Nine out of ten Multnomah County jailed inmates are being held for felony charges. The existing levy that expires June 30, 1996 pays for keeping all the current jail facilities open and operating.

Our Public Safety Problem

Public safety services are currently inadequate to meet demand. In 1995, 3,726 inmates were released early and unsupervised from county jails because there was not enough space. Population growth in the metropolitan area will make this problem worse. In spite of county efforts to improve efficiency and utilize a full continuum of sanctions to maximize the effectiveness of the system, public safety is already compromised due to inadequate capacity.

The Public Safety Solution

The most cost effective solution to increasing the number of people our system can hold is through a mix of new and expanded facilities and programs. The construction of new buildings or expansion of existing buildings are proposed to be funded through a general obligation bond. The cost to operate new or expanded jails and mandatory programs are funded through this serial levy.

The Current Levy Expires

The current public safety levy expires June 30, 1996. It provides about one third of the current operating costs of county jails. If we choose to operate new facilities, enforce mandatory treatment and end the early release of prisoners, we must pass a new levy.

Ending Early Release of Prisoners

The new levy will fund the operations of proposed additional jail space to increase public safety. Last year the County was forced to release approximately 3,700 prisoners without any supervision simply because of a lack of space. The new levy will help end the early release of prisoners.

Convicted Criminals Will Serve Time

In addition to continuing the operation of the 560 beds at Inverness the increased levy will operate 120 additional beds at Inverness as well as 210 beds at a new jail that are proposed to be built in 1997 and begin operating in 1998. There will also be increased capacity at the Multnomah County Restitution Center which is a low cost corrections facility where inmates pay room and board.

Mandatory Treatment

A majority of offenders in jail are drug or alcohol abusers. Incarcerating them protects the public safety for a period of time but does not solve the problem of treatment. This levy pays for mandatory treatment for drug and alcohol abusers who can not be rehabilitated without intensive intervention.

Tracking Criminals

Offenders fall between the cracks of a complex public safety system because of antiquated computer systems that are not linked. Computer tracking technology that is currently being used by the police and Sheriff, district attorney, Courts, Juvenile Justice and Community Corrections will be upgraded and integrated in order to transfer information between the existing components of the public safety system.

How Much Will It Cost?

78 cents per \$1,000 of assessed value or about \$9.60 per month on a typical home.

PUBLIC SAFETY LEVY

Caption

Three year Levy to operate jails, book suspects, track criminals.

Question

Shall Multnomah County operate jails, levy 77.96 cents per \$1,000 assessed valuation outside tax base for three years beginning 1996-97?

Summary

Three-year serial levy keeps existing county jails open and operating; provides operating money for newly constructed jail, booking and transport facility, and computer criminal tracking equipment.

Levy cost estimate is about 78 cents per \$1,000 of assessed value per year. Typical home pays \$9.60 per month, to help pay for:

- Ending unsupervised release of offenders due to lack of jail space;
- Operating five existing county jails;
- Operating new jail spaces at existing facilities;
- Expanding restitution center which is a low cost corrections facility;
- Getting police back out on street by booking suspects faster.

If levy is not approved, jail operations would be cut back, and 560 beds at Inverness Jail would have to close. Hundreds of inmates per month would be released early without supervision.

This levy provides operating funds for jails, mandatory treatment and tighter criminal tracking and ends the early release of criminals

This serial levy will provide an estimated \$24.4 million in 1996-97, \$31.6 million in 1997-98, and \$33.8 million in 1998-99 dedicated to public safety services.

This levy is subject to the \$10 local government limit in Section 11b, Article XI, Oregon Constitution.

The estimate tax cost for this measure is an ESTIMATE ONLY based on the best information available from the county assessor at the time of the estimate.

Explanation

Multnomah County operates the jails that hold the people our police arrest. Nine out of ten Multnomah County jailed inmates are being held for felony charges. The existing levy that expires June 30, 1996 pays for keeping all ~~the~~ current jail facilities open and operating.

Our Public Safety Problem

Public safety services are currently inadequate to meet demand. In 1995, 3,726 inmates were released early and unsupervised from county jails because there was not enough space. Population growth in the metropolitan area will make this problem worse. In spite of county efforts to improve efficiency and utilize a full continuum of sanctions to maximize the effectiveness of the system, public safety is already compromised due to inadequate capacity.

The Public Safety Solution

The most cost effective solution to increasing the number of people our system can hold is through a mix of new and expanded facilities and programs. The construction of new buildings or expansion of existing buildings are proposed to be funded through a general obligation bond. The cost to operate new or expanded jails and mandatory programs are 15% funded through this serial levy.

The Current Levy Expires

The current public safety levy expires June 30, 1996. It provides about one third of the current operating costs of county jails. If we choose to operate new facilities, enforce mandatory treatment and end the early release of prisoners, we must pass a new levy.

Ending Early Release of Prisoners

The new levy will fund the operations of proposed additional jail space to increase public safety. Last year the County was forced to release approximately 3,700 prisoners without any supervision simply because of a lack of space. The new levy will help end the early release of prisoners. *offenders due to lack of jail space.*

Convicted Criminals Will Serve Time

In addition to continuing the operation of the 560 beds at Inverness, the increased levy will operate 120 additional beds at Inverness as well as 210 beds at a new jail that are proposed to be built in 1997 and begin operating in 1998. There will also be increased capacity at the Multnomah County Restitution Center which is a low cost corrections facility where inmates pay room and board.

Mandatory Treatment

A majority of offenders in jail are drug or alcohol abusers. Incarcerating them protects the public safety for a period of time but does not solve the problem of treatment. This levy pays for mandatory treatment for drug and alcohol abusers who can not be rehabilitated without intensive intervention.

Tracking Criminals

Offenders fall between the cracks of a complex public safety system because of antiquated computer systems that are not linked. Computer tracking technology that is currently being used by the police and Sheriff, district attorney, Courts, Juvenile Justice and Community Corrections will be upgraded and integrated in order to transfer information between the existing components of the public safety system.

How Much Will It Cost?

78 cents per \$1,000 of assessed value or about \$9.60 per month on a typical home.

BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

Submitting to the Voters in a)	
Countywide Election a Three Year)	RESOLUTION
Rate Based Serial Levy to Fund Public)	96-36
Safety Operations)	

WHEREAS, the current three-year jail space and drug treatment levy expires June 30, 1996; and

WHEREAS, the Board of County Commissioners of Multnomah County (the "Board" herein) considers adequate funding of the public safety system to be necessary and in the public interest; and

WHEREAS, the Board finds that existing and anticipated County revenues for the three fiscal years commencing July 1, 1996, will be insufficient to provide adequate public safety services through jail capacity and drug and alcohol treatment programs; and

WHEREAS, the Board determines that in order to provide adequate funding for such services, it is necessary to continue the County's tax levies for three fiscal years commencing July 1, 1996, 1997, and 1998, in excess of the amounts within the tax base.

NOW, THEREFORE, IT IS RESOLVED that

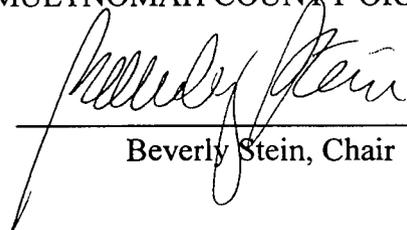
1. An election is hereby called to be held on May 21, 1996, at which the measure described in Exhibit "A" (Ballot Title) shall be submitted to the electors of Multnomah County.
2. Exhibit "A" (Ballot Title) is hereby adopted and made a part of this Resolution. The Ballot Title shall be printed substantially in the form set forth herein.
3. The Levy will be outside the 6% limitation of Article XI, Section 11, Oregon Constitution.
4. The foregoing election and election date are certified to the Director of the Multnomah County Division of Elections.

5. The measure is certified to comply with ORS 310.180 to 310.188; the Tax Supervising and Conservation Commission having held a tax coordination hearing on January 10, 1996.
6. The Clerk of the Board shall forthwith deliver certified copies of this resolution to the director of the Division of Elections and the Tax Supervising and Conservation Commission for their action as provided by law.

ADOPTED this 7th day of March, 1996.



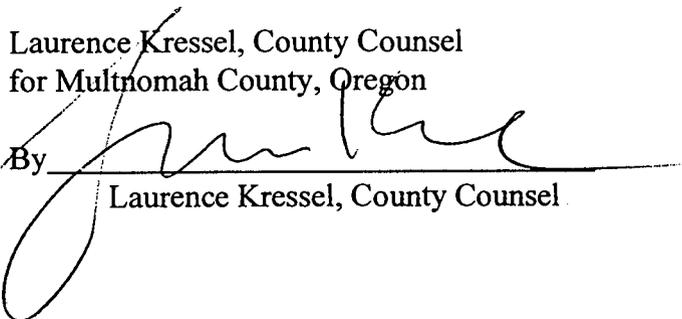
BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY OREGON



Beverly Stein, Chair

REVIEWED:

Laurence Kressel, County Counsel
for Multnomah County, Oregon

By 

Laurence Kressel, County Counsel

PUBLIC SAFETY LEVY

Caption

Three year Levy to operate jails, book suspects, track criminals.

Question

Shall Multnomah County operate jails, levy 77.96 cents per \$1,000 assessed valuation outside tax base for three years beginning 1996-97?

Summary

Three-year serial levy keeps existing county jails open and operating; provides operating money for newly constructed jails, booking and transport facility, and computer criminal tracking equipment.

Levy cost estimate is about 78 cents per \$1,000 of assessed value per year. Typical home pays \$9.60 per month, to help pay for:

- Ending unsupervised release of offenders due to lack of jail space;
- Operating five existing county jails;
- Operating new jail spaces at existing facilities;
- Expanding restitution center which is a low cost corrections facility;
- Getting police back out on street by booking suspects faster.

If levy is not approved, jail operations would be cut back, and 560 beds at Inverness Jail would have to close. Hundreds of inmates per month would be released early without supervision.

This levy provides operating funds for jails, mandatory treatment and tighter criminal tracking and ends the early release of criminals

This serial levy will provide an estimated \$24.4 million in 1996-97, \$31.6 million in 1997-98, and \$33.8 million in 1998-99 dedicated to public safety services.

This levy is subject to the \$10 local government limit in Section 11b, Article XI, Oregon Constitution.

The estimate tax cost for this measure is an ESTIMATE ONLY based on the best information available from the county assessor at the time of the estimate.

Explanation

Multnomah County operates the jails that hold the people our police arrest. Nine out of ten Multnomah County jailed inmates are being held for felony charges. The existing levy that expires June 30, 1996 pays for keeping all current jail facilities open and operating.

Our Public Safety Problem

Public safety services are currently inadequate to meet demand. In 1995, 3,726 inmates were released early and unsupervised from county jails because there was not enough space. Population growth in the metropolitan area will make this problem worse. In spite

of county efforts to improve efficiency and utilize a full continuum of sanctions to maximize the effectiveness of the system, public safety is already compromised due to inadequate capacity.

The Public Safety Solution

The most cost effective solution to increasing the number of people our system can hold is through a mix of new and expanded facilities and programs. The construction of new buildings or expansion of existing buildings are proposed to be funded through a general obligation bond. The cost to operate new or expanded jails and mandatory programs is funded through this serial levy.

The Current Levy Expires

The current public safety levy expires June 30, 1996. It provides about one third of current operating costs of county jails. If we choose to operate new facilities, enforce mandatory treatment and end the early release of prisoners, we must pass a new levy.

Ending Early Release of Prisoners

The new levy will fund the operations of proposed additional jail space to increase public safety. Last year the County was forced to release approximately 3,700 prisoners without any supervision simply because of a lack of space. The new levy will end unsupervised release of offenders due to lack of jail space.

Convicted Criminals Will Serve Time

In addition to continuing operation of the 560 beds at Inverness, the increased levy will operate 120 additional beds at Inverness as well as 210 beds at a new jail that are proposed to be built in 1997 and begin operating in 1998. There will also be increased capacity at the Multnomah County Restitution Center which is a low cost corrections facility where inmates pay room and board.

Mandatory Treatment

A majority of offenders in jail are drug or alcohol abusers. Incarcerating them protects the public safety for a period of time but does not solve the problem of treatment. This levy pays for mandatory treatment for drug and alcohol abusers who can not be rehabilitated without intensive intervention.

Tracking Criminals

Offenders fall between the cracks of a complex public safety system because of antiquated computer systems that are not linked. Computer tracking technology that is currently being used by the police and Sheriff, district attorney, Courts, Juvenile Justice and Community Corrections will be upgraded and integrated in order to transfer information between the existing components of the public safety system.

How Much Will It Cost?

78 cents per \$1,000 of assessed value or about \$9.60 per month on a typical home.

#1

PLEASE PRINT LEGIBLY!

MEETING DATE Feb 07, 96

NAME

DAN Oldham - Sheeff's Exec

ADDRESS

MCSO

STREET

CITY

ZIP

I WISH TO SPEAK ON AGENDA ITEM NO.

R-7

SUPPORT

OPPOSE

SUBMIT TO BOARD CLERK

#2

PLEASE PRINT LEGIBLY!

MEETING DATE 3-7-96

NAME

TOM CROPPER

ADDRESS

P.O. BOX 12025

STREET

PORTLAND, OR 97218-0025

CITY

ZIP

I WISH TO SPEAK ON AGENDA ITEM NO. R-7

SUPPORT _____

OPPOSE X

SUBMIT TO BOARD CLERK

MEETING DATE: MAR 07 1996

AGENDA #: R-7
ESTIMATED START TIME: 10:45

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: INTERGOVERNMENTAL AGREEMENT WITH METRO FOR TRANSFER OF PARKS AND EXPO

BOARD BRIEFING: DATE REQUESTED: _____
REQUESTED BY: _____
AMOUNT OF TIME NEEDED: _____

REGULAR MEETING: DATE REQUESTED: March 7, 1996
AMOUNT OF TIME NEEDED: 1 Hour

DEPARTMENT: Chair's Office

CONTACT: Maria Rojo TELEPHONE #: 248-3955
BLDG/ROOM #: 106/1515

PERSON(S) MAKING PRESENTATION: Commissioner Beverly Stein/Commissioner Tanya Collier

ACTION REQUESTED:

INFORMATIONAL ONLY POLICY DIRECTION APPROVAL OTHER

SUGGESTED AGENDA TITLE:

*Intergovernmental Agreement with Metro for Transfer of Expo Center, Parks and Cemeteries
3/8/96 & 3/13/96 ORIGINALS to MARIA ROJO de Steffey*

BOARD OF
COUNTY COMMISSIONERS
MULTNOMAH COUNTY
OREGON
96 FEB 29 PM 1:41

SIGNATURES REQUIRED:

ELECTED OFFICIAL: Beverly Stein
(OR) DEPARTMENT MANAGER: _____

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

INTERGOVERNMENTAL AGREEMENT

Phase II Intergovernmental Agreement Regarding Transfer of Ownership
of Regional Parks, Natural Areas, Golf Courses, Cemeteries,
and Trade/Spectator Facilities Presently Owned by Multnomah County to Metro.

(PHASE II AGREEMENT)

This Phase II Agreement dated as of _____, 1996, is between
Metro (METRO); and Multnomah County (COUNTY).

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"County Facilities" means all park facilities and natural areas currently owned by COUNTY, and operated by METRO pursuant to the Phase I Agreement including but not limited to Glendoveer Golf Course; Pioneer Cemeteries; the Multnomah County Exposition Center (Expo), including any COUNTY-owned property appurtenant to Expo; and any new acquisitions of natural areas by COUNTY. A complete list of all properties contemplated for transfer is attached and incorporated herein as Exhibit 1.

"Expo" means the Multnomah County Exposition Center, including any the COUNTY-owned property appurtenant thereto as described in Exhibit 1.

"Metro" means Metro, or the lawful successor thereto.

"Metro ERC" means the Metropolitan Exposition-Recreation Commission.

"Metro ERC Facilities" means the Oregon Convention Center and other convention, trade, or spectator facilities owned by Metro or operated by Metro ERC.

"Metro Executive Officer" or "Executive Officer" means the duly elected Metro Executive Officer provided for in the 1992 Metro Charter, or the lawful successor thereto.

"Other Facilities" means present and future regional parks, natural areas, golf courses, cemeteries, and trade, or spectator facilities other than the County Facilities and current Metro and Metro ERC Facilities.

"Sheriff" means the duly elected Multnomah County Sheriff or the lawful successor thereto.

SECTION 2

PURPOSE

The purpose of this Phase II Agreement is to provide for the second phase of consolidation of operation, management, and ownership of all regional park facilities, regional natural areas, and trade/spectator facilities owned by COUNTY and operated by METRO, including but not limited to Glendoveer Golf Course, Pioneer Cemeteries, and Expo, into the mix of natural spaces and trade/spectator facilities currently owned or operated by METRO. The parks transferred under this agreement shall be the cornerstone for a regional greenspace program under METRO's stewardship, and shall continue to be used for park purposes. The first phase of consolidation was of limited duration pending this full consolidation, which includes transfer of ownership of the County Facilities to METRO. It is understood between COUNTY and METRO that this second phase of consolidation, including transfer of ownership, is of critical importance to both COUNTY and METRO.

This Agreement is not intended to benefit any individual, employee, group of employees, corporation, or other legal entity other than METRO and COUNTY. This Agreement shall not be deemed to vest any rights in, nor shall it be deemed to be enforceable by, any third party in any proceeding whatsoever.

SECTION 3

TERMS OF TRANSFER

A. Transfer of Ownership

Effective July 1, 1996, COUNTY hereby transfers to METRO all right, title and interest it possesses in the property described herein. The transfer shall be evidenced by the

giving of ~~statutory warranty~~ bargain and sale deeds. With respect to transferred parks, the deeds shall include reversionary rights in COUNTY in the event the land ceases to be used for park purposes. ~~Thereafter~~ After the deed transfer, COUNTY shall have no interest in any such property except as specifically provided for in this Agreement and the aforementioned deeds.

The properties to be transferred to METRO are:

1. All park facilities and natural areas currently owned or operated by COUNTY, or purchased by COUNTY, or purchased by COUNTY through its natural areas acquisition and protection fund program referred to in Section 3 E(3) of the Phase II Agreement;
2. Glendoveer Golf Course;
3. Pioneer Cemeteries; and
4. Expo.

A complete list of all properties to be transferred is attached and incorporated herein as Exhibit 1.

The recording of deeds shall occur as soon as is practicable on or after July 1, 1996. On or before _____, METRO may request that surveys be conducted by COUNTY, as may be reasonably necessary, in order to determine property boundaries. If such a request is made, the cost of such survey(s) shall be shared equally between METRO and COUNTY.

B. Prior Transfers and Assignments

All transfers of funds, and personnel from COUNTY to METRO pursuant to the Phase I Agreement are hereby confirmed and deemed completed and final. All assignments

by COUNTY of its interests in contracts, licenses, leases and all other agreements transferred or assigned to METRO pursuant to the Phase I Agreement are confirmed and deemed completed and final.

C. Personal Property

1. Except as provided in C(2) below, effective July 1, 1996, COUNTY hereby transfers to METRO all personal property utilized in operation of the County Facilities, or located thereon, including any personal property associated with the management or operation of the County Facilities.

2. Major Equipment Maintenance, Upkeep and Replacement. After the effective date of this Phase II Agreement, COUNTY agrees to continue to provide METRO with COUNTY Fleet and Electronics services. ~~The provision of~~ These services are subject to the following terms and conditions:

(A) Attached as Exhibit ___ is an inventory of vehicles and other equipment currently owned by COUNTY and utilized by METRO ~~in the operation of COUNTY~~ ~~Facilities.~~

(B) COUNTY agrees to provide maintenance, upkeep and scheduled replacement for the equipment listed in Exhibit ___ plus any other equipment mutually agreed upon.

(C) COUNTY will provide such services in the same manner and at the same rate as charged to other COUNTY ~~general fund~~ departments.

(D) Commencing July 1, 1996, COUNTY shall establish and maintain an equipment depreciation and replacement ~~account~~ schedule. METRO shall receive credit in

such account schedule for the portion of payments replacement charges made for COUNTY services equipment assigned to METRO consistent with COUNTY's standard practices. The equipment depreciation and replacement account schedule will be charged for any costs of replacement of COUNTY equipment utilized by METRO. Except as provided for herein in the event of termination of this equipment service commitment, neither party shall have an obligation to pay to the other the balance of the account schedule whether positive or negative.

(E) Either METRO or COUNTY may terminate this equipment service provision by giving the other party at least six months prior notice, with In that event, the termination to shall be effective on July 1 of any the following year or at such other time as is mutually agreed. In the event of termination, COUNTY shall transfer title to all vehicles and equipment listed on Exhibit ___ and or any replacement vehicles and equipment to METRO and METRO shall pay to COUNTY any deficit, if any, in the equipment depreciation replacement account schedule.

If the account schedule balance is positive, COUNTY shall pay the balance to METRO.

D. Natural Areas Acquisition and Protection Fund

On or before July 1, 1996, COUNTY shall transfer to METRO the balance in \$1.2 million from the County's Natural Areas Acquisition and Protection Fund which is estimated to be \$1.2 million. The final balance transferred to METRO shall be subject to audit which shall verify that COUNTY has maintained the fund for its stated purpose, in accordance with Multnomah County Resolution No. 93-338 (attached as Exhibit 2) and the Phase I

Agreement, and that proceeds from sales of the property known generically as "the Edgefield property" or "Edgefield Manor" which occur or which are agreed to prior to July 1, 1996, shall be placed within the Natural Areas Acquisition and Protection Fund, consistent with Multnomah County Resolution No. 93-338. After transfer of the fund to METRO, COUNTY shall have no further obligation to maintain the fund or place sale proceeds within the fund. METRO shall utilize the funds balance transferred from COUNTY for the sole purpose of maintaining, improving or operating parks and cemetery facilities transferred to METRO by COUNTY.

E. Expo/Multnomah County Fair

1. METRO and COUNTY agree that METRO shall take immediate action to implement the COUNTY-adopted master plan for the expansion and renovation of the Expo Center. To that end, COUNTY agrees that it will amend Chapter 5.50 of the Multnomah County Code to allow Metro to use not to exceed \$9,000,000 for the construction of a new building at the Expo Center. COUNTY also agrees that notwithstanding the provision of subsection 3(A), the transfer of the Expo Center shall occur upon the execution of this Agreement and COUNTY shall deliver a deed to METRO as soon as practicable thereafter.

2. COUNTY represents and warrants to METRO (a) that the current arrangements surrounding the Multnomah County Fair, the Multnomah County Fair Board, and Multnomah County, which, *inter alia*, require the Fair to pay a fee for the use of Expo, are lawful, proper, and in full compliance with the provisions of any agreements, deeds, duties, or contracts, express or implied, which exist regarding the Fair or Expo, and (b) that Multnomah County has full authority to enter into and carry out this Intergovernmental

Agreement insofar as Expo, the Multnomah County Fair, and all other County Facilities are concerned. The provisions of Section 3(F)(1) shall include any claims made by or on behalf of the Multnomah County Fair, the Multnomah County Fair Board, any users of the Fair, or any parties claiming contractual rights, including claims of any third party beneficiaries, with respect to Expo, the Fair or the COUNTY's past, present, or future actions with respect to Expo or the Fair. The Multnomah County Fair shall continue to be the sole and exclusive responsibility of COUNTY. METRO shall continue to make Expo space and expertise available for the Multnomah County Fair, through a contract(s) with the Multnomah County Fair Board. COUNTY may specify the dates for the fair. COUNTY shall give METRO reasonable notice of such dates consistent with normal business practice.

F. Property Transferred "As Is"/Indemnification

1. METRO has substantial experience with the properties described in Exhibit 1 and METRO acknowledges and agrees that METRO is acquiring such properties in an "as is" condition, and solely in reliance on METRO's own inspection and examination of the properties. Moreover, METRO acknowledges and agrees that COUNTY has made no representations or warranties with respect so such properties.

2. Except as otherwise provided in this Section F, COUNTY, to the maximum extent permitted by law and subject to and within the limits of the Oregon Tort Claims Act, ORS 30.260 to 30.300, shall defend, indemnify and save harmless METRO, Metro ERC, and their officers, employees, and agents from and against any and all liabilities, damages, claims, demands, judgments, losses, costs, expenses, remedial actions, fines, suits, and actions, whether arising in tort, contract, or by operation of any statute, including the

Workers' Compensation laws, including but not limited to attorneys' fees and expenses at trial and on appeal, relating to or resulting from any claim based on any act or occurrence that ~~took~~ ~~takes~~ place prior to January 1, 1994, arising from the operations of the County Facilities.

3. COUNTY's duty of indemnification shall not extend to any pollution condition, contamination, fuel leak, discharge, ~~release or hazard~~ or release of toxic materials or hazardous substances as those terms are defined in any law or regulation. which occurred on the property transferred hereunder or originated prior to January 1, 1994, or is the result of conditions which were created prior to January 1, 1994.

4. The provisions of Section F(2) shall include any claims made by or on behalf of the plaintiff(s) in the case State ex rel Multnomah County Pomona Grange vs. Board of County Commissioners, et al, Multnomah County Circuit Court Case No. 9312-01898, CA A86828, SC S42907.

~~2~~ 5. METRO, to the maximum extent permitted by law, subject to and within the limits of the Oregon Tort Claims Act, ORS 30.260 to 30.300, shall defend, indemnify and save harmless COUNTY, and its officers, employees, and agents from and against any and all liabilities, damages, claims, demands, judgments, losses, costs, expenses, remedial actions, fines, suits and actions, whether arising in tort, contract, or by operation of any statute, including the Workers' Compensation laws, including but not limited to attorneys' fees and expenses at trial and on appeal, relating to or resulting from any claim based on any act or occurrence that takes place on or after January 1, 1994, arising from the operations of the County Facilities by METRO or ~~Metro~~ ~~ERC~~. METRO's duty of indemnification shall

extend to any pollution condition, contamination, fuel leak, discharge, or release of toxic materials or hazardous substances as those terms are defined in any law or regulation, whether such condition, contamination, leak, discharge or release or hazard which occurred or originated before ~~on~~ or after January 1, 1994, or is the result of conditions which were created before ~~on~~ or after January 1, 1994.

~~3. 7.~~ The foregoing indemnification, defense, and hold harmless provisions are for the sole and exclusive benefit and protection of METRO, ~~Metro ERC~~, and COUNTY, and their respective officers, employees, and agents, and are not intended, nor shall they be construed, to confer any rights on or liabilities to any person or person other than METRO, COUNTY, and their respective officers, employees, and agents.

G. County Ordinances

1. All COUNTY ordinances, resolutions, executive orders, procedures, or rules governing, restricting, or regulating the use of the County Facilities in force and effect on ~~January 1, 1994~~, the effective date of this Agreement shall remain in force and effect with regard to the County Facilities until superseded ~~or repealed~~ by any ordinance, resolution, executive order, procedure or rule duly adopted or promulgated by METRO, subject, however, to any restrictions contained in paragraphs K and L. In the case of Expo, METRO may delegate its authority to supersede ~~or repeal~~ previous COUNTY directives to Metro ERC. COUNTY shall cooperate and assist METRO in the implementation of any METRO action to supersede ~~or repeal~~ previous COUNTY directives that may require COUNTY action to amend COUNTY ordinances.

2. METRO shall have full power and authority to enforce any COUNTY ordinances, resolutions, executive orders, procedures, or rules governing, restricting, or regulating the use of the County Facilities, to the full extent that COUNTY possesses such authority. In the case of Expo, METRO may delegate its enforcement authority to Metro ERC.

H. County Marine Fuel Tax

COUNTY agrees to amend Multnomah County Code Section 5.30.340 to ~~provide that~~ authorize transfer to METRO of the fees (taxes) revenues collected by COUNTY from ~~% tax~~ its \$.03 per-gallon fee on the sales of motor fuel used to propel or operate motor boats. Revenues from future increases in the tax rate, if any are approved by COUNTY, shall not be subject to transfer to METRO unless specifically authorized by COUNTY. Transferred revenues may be used by METRO only for the purposes of development, administration, operation and maintenance of those COUNTY Facilities transferred to METRO pursuant to this Agreement. COUNTY further agrees to transfer the above-mentioned funds to METRO ~~pay such sums as it receives from the sale of motor fuel used to propel or operate motor boats~~ on or before September 1 30 of each year for from the amounts received collected in the previous fiscal year.

I. Morrison Building/Office Space

1. The transfer of ownership provided for in Section 3(A) shall not include that portion of the Lone Fir Cemetery property on which the building located at 2115 S.E. Morrison Street and hereinafter referred to as the Morrison Building is located. A site plan showing the portion of the Lone Fir Cemetery property excluded from transfer to METRO is

attached as Exhibit 2 hereto.

2. From July 1, 1996, to June 30, 1999, COUNTY shall continue to provide METRO to free use of the space in the Morrison Building currently utilized for cemetery operations conducted by METRO. This includes an office, storage and other associated space. This obligation shall cease sooner than June 30, 1999, if METRO shall transfer responsibility to operate the cemeteries prior to such time or if COUNTY shall sell the Morrison Building or otherwise cease to occupy the building for any COUNTY purposes provided that COUNTY shall pay to METRO \$625 for each month or part thereof from the time of termination to July 1999 if METRO's occupancy is terminated by COUNTY prior to July 1999.

J. Multnomah County Sheriff/Marine Operations

1. COUNTY agrees to continue to budget sufficient funds to allow Sheriff to maintain the level of patrol and surveillance at Blue Lake Park and Oxbow Park that was in effect during 1994 and 1995. Specifically this includes periodic patrols and the stationing of patrol cars in both parks on warm weather weekends, holidays and special events. This obligation shall continue as long as the Sheriff is providing patrol services in the COUNTY.

2. COUNTY agrees that the Sheriff will continue to commission parks staff to perform those certain law enforcement functions currently performed by METRO staff at the parks facilities. Sheriff will also make training available for parks' staff to perform these functions. METRO shall pay any extraordinary training costs.

3. Chinook Landing Facility. As long as COUNTY honors its obligations pursuant to this Agreement, METRO agrees to allow Sheriff the continued free use of the

garage, office space, and boathouse, including dock, presently utilized by Sheriff at the Chinook Landing facility. Sheriff shall have the full responsibility to maintain, insure, protect and reconstruct, if necessary, the garage, boathouse, dock and elevated walkway to the boathouse including paying all expenses related thereto. METRO shall maintain the building in which the office space is located but shall have no obligation to Sheriff or COUNTY to maintain the interior office space or alarm system. Attached as Exhibit 3 is a site plan showing the location of the facilities at Chinook Landing to be utilized by Sheriff.

4. James M. Gleason Facility. ~~As long as COUNTY honors its obligations pursuant to this Agreement, METRO agrees to allow Sheriff to occupy at no cost the office structure presently located at the James M. Gleason Boat Ramp Facility as well as the walkway, dock and boathouses presently utilized by the Sheriff for marine patrol purposes. It shall be COUNTY's obligation to maintain, insure and reconstruct, if necessary, all facilities and structures utilized by Sheriff, and pay all expenses associated with their use by Sheriff. A site plan showing the location of these facilities is attached as Exhibit 4. In addition, COUNTY and Sheriff may at no expense to METRO relocate the existing facilities described above to a different location on the Gleason facility or onto adjacent property METRO may acquire from the Port of Portland subject to METRO's right to approve the location and design thereof.~~

5. Radios. COUNTY and Sheriff agree that METRO may continue the use of radio frequencies assigned to Sheriff under current practices. METRO shall pay its share of any annual FCC fees.

K. Measure 26-26 Local Share Funding

Pursuant to the Phase I agreement and a separate intergovernmental agreement entered into between METRO and COUNTY (the Local Share IGA), METRO is currently administering the "local share" funds allocated to COUNTY pursuant to the adoption of Metro's Open Spaces Bond Measure approved by the voters on May 16, 1995 (Measure 26-26). METRO and COUNTY agree that METRO shall be responsible for and have full authority to carry out the local share projects described in the local share IGA. Title to any property purchased with local share funds shall be taken in METRO's name and be subject to the requirements of Measure 26-26. METRO may after consultation with the County Board determine that projects are cost prohibitive, degraded or otherwise infeasible and substitute other eligible projects as necessary.

L. Oxbow Park/Campground Facilities

1. As to Oxbow Park the final transfer of ownership provided for in Section 3(A) above shall not occur until such time as METRO is eligible to directly receive from the State of Oregon the funds currently received by COUNTY pursuant to ORS chapter 390 from state Recreational Vehicle Registration fees. Until such time, METRO shall be deemed to be leasing Oxbow Park from COUNTY, and operating Oxbow Park on behalf of COUNTY pursuant to COUNTY's written policies on parks and recreation as set forth in this Agreement. COUNTY shall maintain eligibility for such funds, apply to the State to receive the funds, and pay over to METRO any and all funds received. METRO may, with State approval, receive all funds directly from the State on COUNTY's behalf. METRO shall cooperate with COUNTY to assist its efforts to apply for and receive such funds. COUNTY

shall assist METRO's efforts to obtain necessary State approval.

2. Final transfer of title and ownership of COUNTY's interest in Oxbow Park shall occur within 30 days of METRO's written notice to COUNTY that METRO is eligible to receive funding directly from the State or that it waives its right to receive funding under this section. COUNTY shall have no obligation to transfer title unless METRO furnishes COUNTY with any necessary State approval of the transfer.

3. COUNTY shall assign to METRO its interest in the lease agreements with the United States Department of the Interior (Bureau of Land Management) and the State of Oregon Department of Fish and Wildlife for those portions of Oxbow Park for which COUNTY does not own simultaneously with the transfer as provided in Section (L)(2) above and not before. Transfer of COUNTY's leasehold interest shall be subject to any necessary approvals required by the United States (BLM) or the State of Oregon (Fish and Wildlife).

M. County Services

COUNTY agrees that METRO may continue to utilize COUNTY-provided services at the rate COUNTY's charges to other COUNTY general fund departments. These services include fleet services, radio repair, inmate labor, sign fabrication and water quality testing. METRO shall have no obligation to utilize COUNTY services but may do so subject to standard terms and conditions to be established by COUNTY at costs no higher than charged by COUNTY to its own general fund departments. COUNTY shall have no obligation to provide services except subject to its standard terms and conditions and payment of costs by METRO.

N. Historical Society

COUNTY agrees to match annually any METRO contribution in an amount up to \$10,300 to the Oregon Historical Society to support the Society's activities at the Bybee Howell House.

O. Road Maintenance

COUNTY shall have no obligation to maintain roads at park facilities except for the maintenance of existing dedicated COUNTY roads.

SECTION 4

DISPUTE RESOLUTION

A. Exhaustion of Dispute Resolution Process Required

Neither party shall resort to litigation to enforce any of the terms of this Agreement unless and until the dispute resolution process established in this section has been completed, provided, however, that a party may institute litigation in a court of competent jurisdiction to require a party to participate as provided herein.

B. Procedure

In the event of a dispute arising under this Agreement between the parties, the parties shall first attempt to resolve the dispute by negotiations with each other in good faith. In the event that such negotiations do not provide a mutually-agreeable settlement, either party may initiate the following dispute resolution process:

1. The initiating party shall give written notice of initiation of dispute resolution proceedings to the Metro Executive Officer, to the County Chair, and to a person mutually

agreed to by the Metro Executive Officer and the County Chair. The three together shall constitute the Dispute Resolution Committee. The notice shall identify the dispute as to which the dispute resolution process is being initiated.

2. Not later than fifteen (15) days after receipt of the notice of initiation, each party to this Agreement may submit a written statement to the Dispute Resolution Committee stating the party's position on the dispute.

3. Not later than thirty (30) days after notice of initiation, the Dispute Resolution Committee shall decide on a resolution of the dispute and shall notify the parties to this Agreement of the resolution. Decisions of the Dispute Resolution Committee shall be by majority vote.

4. Decisions of the Dispute Resolution Committee shall be final and binding on the parties unless, within 60 days of receipt of the decision of the Committee, the governing board of either party by duly adopted resolution gives written notice of its rejection of the decision.

SECTION 5

REMEDIES

In the event a party fails to comply with any provision of this Agreement, in addition to any other right or remedy specified in this Agreement, then any other party shall be entitled to any remedy available at law or in equity, provided that the party has first exhausted its remedies under Section 4 of this Agreement.

SECTION 6

AUTHORITY TO MAKE DECISIONS

This Agreement provides for various approvals, waivers, executions of further documents implementing this Agreement, or other decisions or actions to be made or taken on behalf of COUNTY and METRO hereunder. Except as otherwise specifically provided in this Agreement, such approvals, waivers, executions, or other decisions or actions shall be deemed made or taken if in writing and executed by the County Chair, if on behalf of COUNTY, and by the Metro Executive Officer, if on behalf of METRO. Any amendments to this Agreement must be approved by the County Commission and the Metro Council.

SECTION 7

ATTORNEYS' FEES

In the event of a suit or action to interpret or enforce the provisions of this Agreement, the prevailing party shall be entitled to recover from the other party such sum as the court may adjudge reasonable as attorneys' fees and expenses, including the cost of depositions and expert witnesses, at trial and on appeal of the suit or action, in addition to all others sums provided by law.

SECTION 8

NOTICE

Any notice provided for hereunder shall be deemed sufficient if deposited in the United States mail, certified mail, return receipt requested, postage prepaid, addressed either to the following address or to such other address or addresses as the recipient shall have notified the sender of by notice as provided herein:

METRO: Executive Officer
Metro
600 N.E. Grand Avenue
Portland, OR 97232-2736

With a copy to:

Clerk of the Council
Metro
600 N.E. Grand Avenue
Portland, OR 97232-2736

Office of General Counsel
Metro
600 N.E. Grand Avenue
Portland, OR 97232-2736

COUNTY: County Chair
Multnomah County
1120 S.W. Fifth Avenue, Rm. 1410
Portland, OR 97204

With a copy to:

Clerk of the Board
Multnomah County
1120 SW Fifth Avenue, 15th Floor
Portland, OR 97204

County Counsel
Multnomah County
1120 S.W. Fifth Avenue, Rm. 1530
Portland, OR 97204

Notice hereunder shall be deemed received three (3) days after mailing as provided in this Section or on actual delivery to the addressee, whichever occurs first.

SECTION 9 8

EXECUTION OF FURTHER DOCUMENTS

In order to complete implementation of the provisions of this Agreement, it may be necessary for METRO and COUNTY to execute further documents enabling implementation. Each of them shall execute such further documents and take such other steps as are reasonably necessary or appropriate to implementing the provisions hereof.

SECTION 10 9

WAIVERS

The waiver of any provision of this Agreement, whether a waiver as to a particular application of the provision, or as to all applications of the provision, shall be binding on the party making the waiver only if in writing and executed by the party. Unless otherwise expressly provided in the written waiver, the waiver by a party of performance of a provision as to a particular application shall not be a waiver of nor prejudice the party's right to require performance of the provision as to other applications or of any other provision.

SECTION 11 10

SURVIVAL

The provisions of this agreement shall survive the closing and recordation of all deeds for an unlimited period.

SECTION 11

ENTIRE AGREEMENT

This Agreement is the entire agreement between the parties. This Agreement may not be modified except by a written amendment dated and approved and signed by all the parties

hereto then in existence. No party shall be bound by any oral or written statement or course of conduct of any officer, employee, or agent of the party purporting to modify this Agreement.

REVIEWED:

MULTNOMAH COUNTY

Lawrence Krasul
Multnomah County Counsel

By: _____
Beverly Stein, County Chair
Date: _____

APPROVED AS TO FORM

METRO

Metro General Counsel

By: _____
Mike Burton,
Executive Officer
Date: _____

F:\DATA\COUNSEL\WPDATA\NINE\003LK.CON\maw

APPROVED MULTNOMAH COUNTY
BOARD OF COMMISSIONERS
AGENDA # _____ DATE _____

BOARD CLERK

RECEIVED FEB 29 1996



METRO

Saltzman

DATE: February 28, 1996

TO: Maria Rojo de Steffey

FROM: Casey Short ↵

RE: Expo Site

Attached is a copy of my memo to Doug Butler regarding my assessment of the potential for building on the southwestern parcel of the Expo site. Please see that this is distributed to the County Commissioners, and anyone else at the County who might have an interest.

Give me a call at 797-1556 if you have any questions.

Post-it® Fax Note	7671	Date	2/28/96	# of pages	6
MARIA ROJO DE STEFFEY		From	CASEY SHORT		
Co/Depy COUNTY CHAIR'S OFC		Co.	MEMO		
Phone # 248-3955		Phone #	797-1556		
Fax # 248-3093		Fax #	797-1791		



METRO

DATE: February 28, 1996
TO: Doug Butler
FROM: Casey Short *CS*
RE: Feasibility of Expo Site for County Purposes

You asked me to look into the feasibility of developing the southwest portion of the Expo site, pursuant to a request from Multnomah County. It is my understanding that Commissioner Kelley is interested in publicly owned sites for development of corrections facilities, and she is considering the possible use of the southwestern portion of the Expo site for a secure drug & alcohol rehab facility.

A little background is in order. The Expo Center site is some 56 acres, with regular boundaries along most of it (Force Ave. to the west, Marine Drive to the north, and the I-5 freeway right-of-way to the east - see attachment for illustrations of the site). The southern boundary is primarily a straight east-west line just south of Expo's private road/driveway, except for the westernmost 600+ feet. It is this last parcel that is in question.

Expo's property consists of two separate parcels. The main portion includes the buildings and parking lot. The southwestern parcel is approximately 16.25 acres of mostly undeveloped land, with Expo's undedicated service road running through the northern portion. This 16.25 acre parcel is divided into two segments for its current uses and for planning. The northern parcel extends as far south as the extension of the southern property line, and includes about 4.75 acres. The 3 acres east of the road are planned for development, including part of the new hall we're working on as well as loading docks and parking. This area is now gravel, but will be paved as part of the expansion project (excepting, of course, the area that contains the new hall). The 1.75 acres west of the road is currently used for storage of large items such as truck trailers, bleacher seating, and other large items suitable for outdoor storage. This use is needed for the long term, as there is no alternative site for such storage on the Expo grounds, and it is planned to continue in the future.

The 11.5 acres to the south, then, is the property I've taken a look at. It is currently separated by a fence from the remainder of the Expo grounds, and is completely undeveloped. The site is characterized by two significant slopes, and has vegetation consisting of grasses, blackberries, and cattail-like plants, with trees around the perimeter. The northern end, approximately one to two acres, is pretty flat with low scrub grass. This area extends about 85-90 yards south from the fence line (I paced it) and 300-400 feet east from the property line. From there is a significant slope largely

covered with blackberry bushes. This middle portion is probably 1/2 to 2/3 of the parcel, which then slopes again at the eastern and southern edges. This perimeter of the parcel is wooded, and is likely a wetland; the outer 50 feet of this parcel has a "C" or environmental overlay zoning from the City of Portland.

Metro commissioned a study of this site to determine its feasibility for development as an RV park. That study determined the RV park would not likely be profitable, and such development plans are on indefinite hold. That study did not, however, address issues of buildability, since it was aimed at being used as parking for RV's. There are several problems that development of the kind posed by the County might pose.

1. Flood plain

The RV park feasibility study reports that the 100-year flood elevation at the site is 28.4 feet, and code provisions require that "the finish floor elevations of habitable structures are to be one foot above this elevation." The entire parcel is below the floor elevation needed for habitation: a November 1995 report from Moffitt, Nichol and Bonney done for Expo shows the flat northern section to be at 28 feet elevation, with most of the site well below this level. A good portion of the site is lower than 20 feet. I don't know whether filling the site would be permitted to reach acceptable elevation; if it were, it would take a large amount of fill to raise the level up to the required 29.4 feet over several acres. If it were acceptable to build on fill on this site, there would probably be a significant reduction in actual buildable land below the 11.5 acre total because the fill would have to slope up toward the center, and the perimeter would not be buildable due to the slope.

I understand there has been some discussion about the Corps of Engineers raising the Columbia River/Marine Drive dike, which could reduce the needed amount of fill. This is not in the immediate offing, however, and I don't know when such work could be expected to be done or what effect it would have on the flood elevation levels.

2. Wetlands and Zoning

As noted above, the outer portion of this parcel is in the environmental overlay zone, which I understand means it is ineligible for development. I have seen this listed as 50 feet, and been told that it's 75 feet - I'm not sure which is accurate. At the 50 foot level, that reduces the potentially usable acreage by about one acre, and at 75 feet, it's an acre and a half.

The overall zoning for the site would require approval of a conditional use for the County to use it as any sort of a corrections facility.

The issue of wetlands is one that an expert would have to determine. As I noted above, the cattails covering much of the parcel would indicate to my uneducated eye at least a tendency toward wetlands, but the parcel has never had a study done to determine whether it's a wetland. Such a study would have to be done before any serious consideration could be given to a development proposal. If all or part of the

area is indeed a wetland, I don't know the extent to which it would preclude development or require mitigation.

3. Natural Resources Management Plan

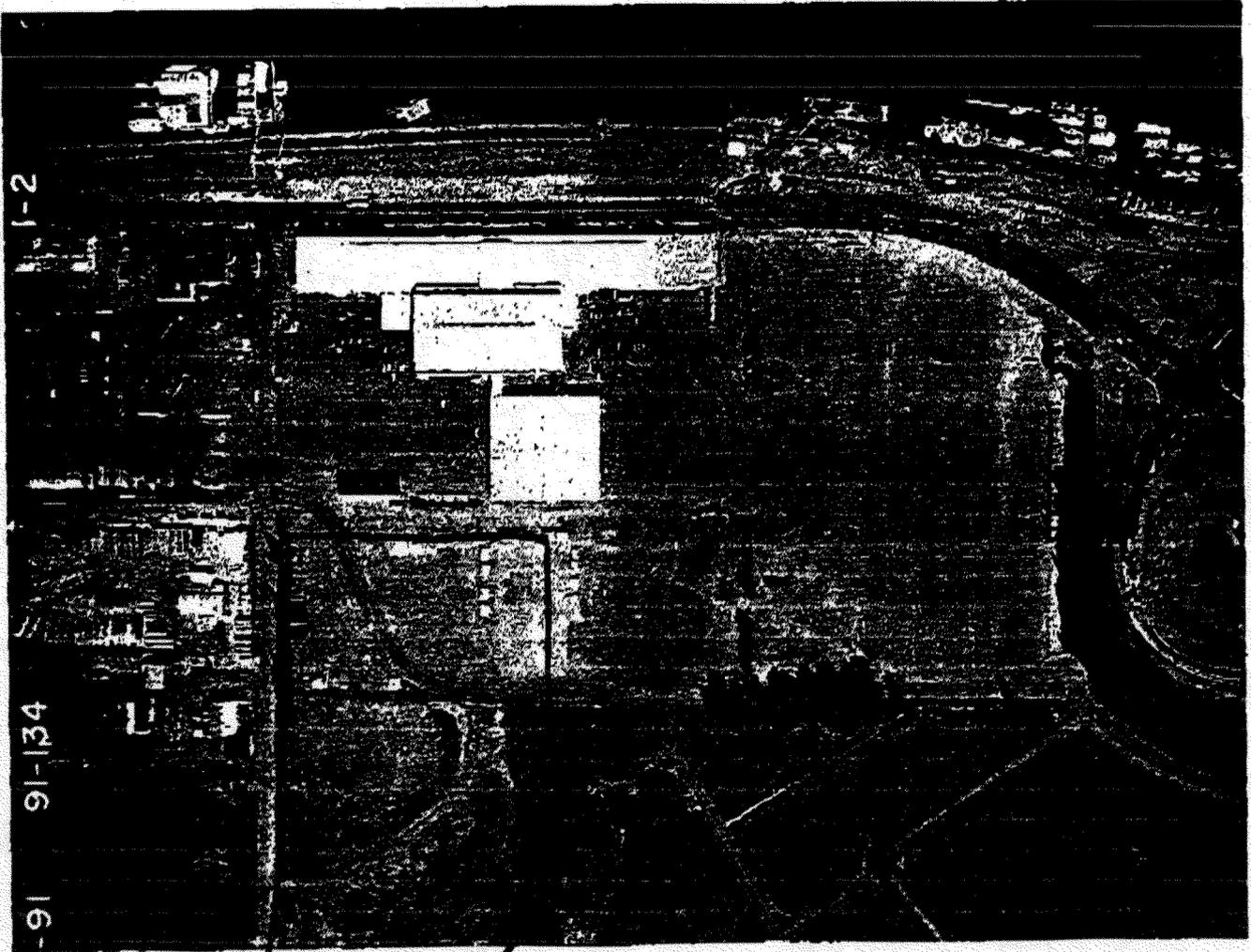
The Parks Bureau has initiated a Natural Resources Management Plan for the area including Expo, the Schnitzer property to the west, the KGW property immediately to the south, and the City property including West Delta Park, Portland International Raceway, and Heron Lakes Golf Course. I have not read the draft plan, but have had it pointed out to me as potentially problematic for any new development in the area. My understanding is that the plan's focus is to ensure that any future development is compatible with the site's overall characteristics, with the most critical issue being stormwater. Stormwater runoff from Expo now flows south, and is pumped - untreated - from KGW property west to Force Lake. It is uncertain what requirements the plan will impose on development, and we won't know until the plan is done. Preliminary indications are that some stormwater treatment will be necessary, probably on the KGW property, before the water is discharged into Force Lake or the Columbia Slough. Everyone involved with the Expo expansion is confident we can resolve these issues to accommodate the project (once we know what's required), but any subsequent development could face greater problems because it would add stormwater flows through construction of impervious surfaces.

CONCLUSION

I have taken a look at the potential for development on the southwestern parcel of the Expo property, though I caution that this is little more than cursory. Definitive work would take considerably more time than I could spend on this project, and would require outside expertise in zoning, wetlands, flood plain, and stormwater issues. My conclusion, given those caveats, is that the parcel might be developable for the County's use if everything fell into place. All the issues of flood plain development, zoning restrictions, suitability of construction on fill, wetland determination and possible mitigation, and treatment of stormwater runoff would have to be resolved satisfactorily in order to permit development. In addition, there would be less than 10 acres that might be available for development in the most generous scenario (reduction of 1 to 1 1/2 acres in the environmental zone overlay and an undetermined amount lost from the contours needed in the filling of the land to get it above the flood plain); I don't know whether this would be enough to meet the County's needs. I also don't know whether the County has time constraints for its project; development of this parcel would likely take a long time to get through all the obstacles in the way, including unfinished items such as the Natural Resources Management Plan completion and potential dike improvements. My one-line conclusion is that the potential for development is iffy, at best.

and visitors.

Implementation and expansion of the light rail system to Hayden Island/Vancouver would encourage even greater visitation of the Expo Center by metropolitan area residents and visitors.



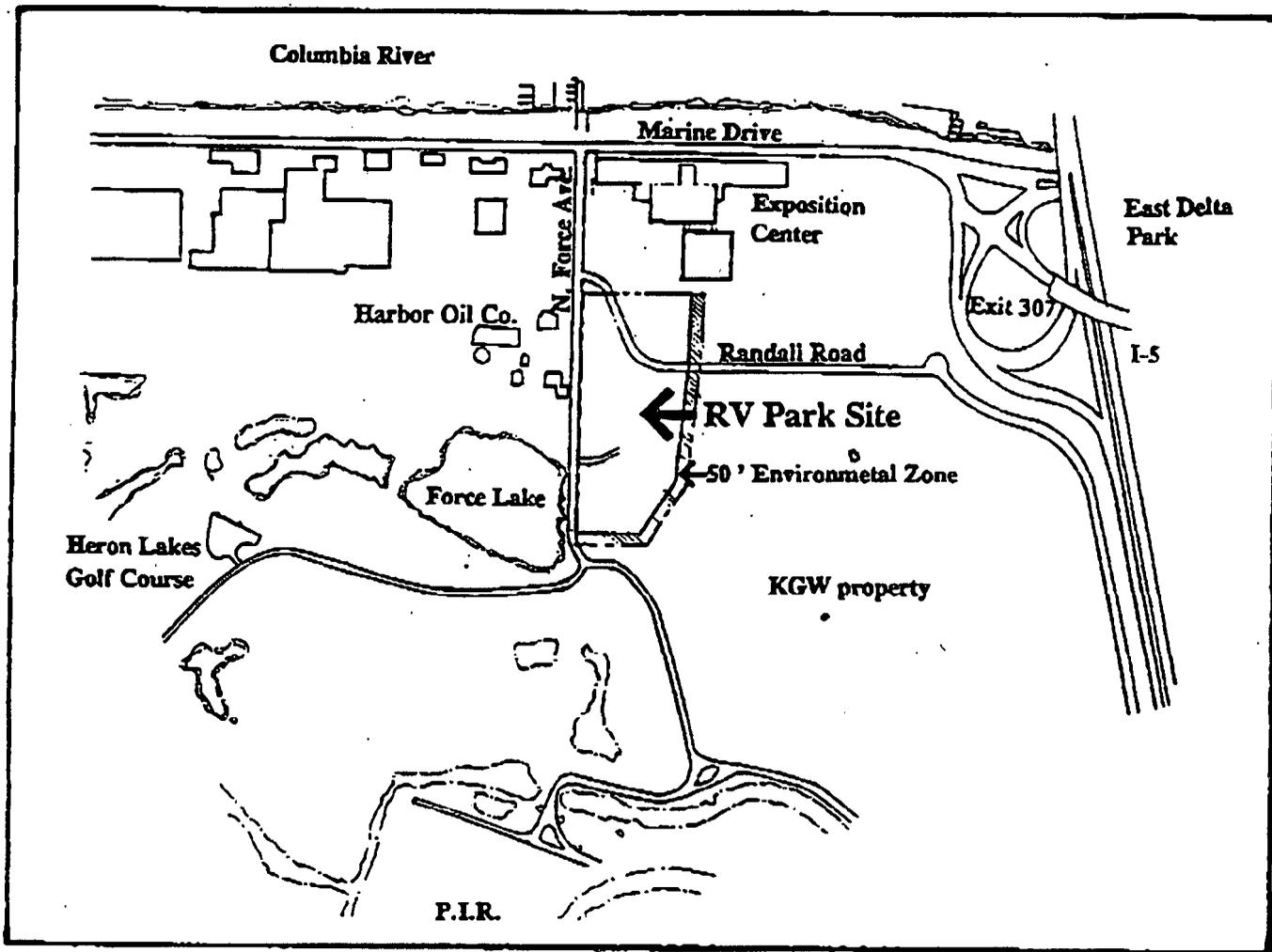
1-2

91-134

Existing Aerial View.

To the east, the KGW property is primarily comprised of wetlands with only radio tower and support buildings present. It is likely that the property will remain largely undeveloped and undergo future enhancement to the wetland. (See Figure 2.)

Figure 2-2: Expo RV Park Site Plan



The area adjacent to Marine Drive is primarily industrial based. Most activities generate truck traffic and attendant noise but will have little negative impact on the RV park site. Land uses include: the Harbor Oil Company west of the site, Limex Container Terminal and T&G Truck Terminal to the north.

RECEIVED

MAR 05 1996

BEVERLY STEIN
MULTICOUNTY CHAIR

M E M O R A N D U M

TO: Maria Rojo de Steffey; Darlene Carlson

FROM: Laurence Kressel (106/1530) *LK*
County Counsel

DATE: March 5, 1996

SUBJECT: Expo Site

A few weeks ago we asked Facilities Management to obtain an update of the 1990 report from PBS Inc., the environmental consultant for the Expo site. The update was faxed to us yesterday (enclosed).

For what it's worth, PBS reads the DEQ record to show that "it does not appear that these sites (the neighboring sources of concern) pose a significant threat to the environmental condition of the Expo Center property."

I will make a copy of this update available to Metro. However, I doubt the update will alter their position on indemnification.



1 March 1996

Mr. Mike McBride
Facilities Services
2505 SE Eleventh
Portland, OR 97202

Re: Multnomah County Expo Center
Limited Environmental Assessment
PBS Project #5525.31

Dear Mr. McBride

PBS was requested by your office to assist Multnomah County in evaluating the environmental concern posed to the Expo Center property by the Harbor Oil and Merit Truck Stop sites immediately west of the Expo Center. PBS had identified these sites as areas of potential concern during a Phase I Environmental Property Assessment of a portion of the Expo Center site in August, 1990. The following are discussions of recent developments (since 1990) at these sites.

Harbor Oil Site

On February 26, 1996, I reviewed DEQ's file for the Harbor Oil site (DEQ ECSI #24) at the DEQ Northwest Region office. Past releases at the Harbor Oil site include a major oil spill in 1974 which resulted in a significant fish-kill in Force Lake, and a severe fire in 1979 which released a significant volume of waste oil, paint wastes, and thinners. In addition, Harbor oil has allowed trichloroethylene (TCE), which was used in removing accumulated asphalt from tank truck interiors, to bypass their closed-loop system and discharge directly into the wetland on the southwest corner of the property. More recently, in October 1994 and February 1995, the neighbor to the north of Harbor Oil (Linex, Inc.) spilled diesel fuel (100-200 gallons and 2 gallons, respectively) into a drainage ditch which separates the two properties and drains into the wetland to the west.

In July, 1991, Golder Associates, Inc. prepared a Preliminary Site Assessment of the Portland Stockyards area, which included the Harbor Oil site and Merit Truck Stop to the north (see Figure 3 in enclosed report). The work included: 1) sampling 23 existing monitoring wells; 2) installing one intermediate, two deep, and 14 shallow monitoring wells; 3) collecting over 400 soil samples and over 100 groundwater and surface water samples, and 4) preparing a detailed hydrogeologic analysis of the Stockyards site.

ENVIRONMENTAL
MANAGEMENT
AND CONSULTING

1220 SW Morrison Street, Suite 600 Portland, OR 97205 403/248-1939 Fax 503/248-0271

PICENE PORTLAND SEATTLE

Mr. Mike McBride
1 March 1996
Page 2

Elevated levels of TCE (11 ppb), PCE (3 ppb) and 1,1,1-trichloroethane (5 ppb) were detected in a shallow production well on the Harbor Oil site. Of these compounds, only TCE exceeded the EPA Maximum Contaminant Level (MCL) for public water systems. One of the shallow monitoring wells contained 7 ppb benzene, which also exceeds the MCL of 5 ppb.

Shallow groundwater, which is at a depth of approximately 10 feet in this area, flows to the south in the winter and spring, and to the northwest in summer and fall. The Expo Center is east/northeast of the Harbor Oil site. No migration of contaminants from the Harbor Oil site onto the Expo Center property has been suspected or identified. DEQ is requesting that the extent of shallow soil contamination be investigated on the Harbor Oil site and the adjacent wetlands to the west.

Merit Truck Stop

Groundwater remediation has been proceeding on the Merit Truck Stop site to the west, across Force Avenue, from the Expo Center. Groundwater at the site flows to the north/northeast. Gasoline (free product) has been identified on the water table, and high levels of dissolved gasoline constituents (benzene, toluene, ethylbenzene, xylenes) have been detected in the groundwater on the north end of the Merit Truck Stop site and on the property across Marine Drive, up to the Columbia Slough.

A groundwater pump and treat system has been operating on the site since 1991. Some free product is still being removed, however the consultant (Golder Associates) reports that BTEX levels in the groundwater have fallen overall since implementation of the treatment system. The system appears to be controlling the off-site migration of contaminants. No migration of contaminants from the Merit Truck Stop site onto the Expo Center property has been suspected or identified.

Based on the above information, it does not appear that these sites pose a significant threat to the environmental condition of the Expo Center property.

Sincerely,



Erik Anderson, P.G.
Geologist/Director of Environmental Services

Enclosure:Diagrams from Golder Associates reports (1990, 1995)

i:\wp\3000\525\525.31\letter.k27

RECEIVED MAR 6 1996

600 NORTHEAST GRAND AVENUE | PORTLAND, OREGON 97232 2750
TEL 503 797 1700 | FAX 503 797 1701

METRO

March 6, 1996

Commissioner Beverly Stein
Commissioner Tanya Collier
Multnomah County
1120 SW Fifth Ave.
Portland, OR 97204

Dear Commissioner Stein and Commissioner Collier:

We are writing in regard to the intergovernmental agreement (IGA) that would transfer County parks, the Expo Center, and other facilities to Metro. Each of us has an IGA pending before our governing bodies, but the two versions are not the same. We are taking this opportunity to suggest that no action be taken on the IGA by either body until we can meet with you to come to agreement on a document to present to both bodies. Without the IGA, the \$9 million for Expo is moot. Therefore, we suggest you pull both of the items off Thursday's agenda.

As you know, we concluded an agreement in principle in November on the terms of an IGA, and directed our staffs to prepare a final agreement. Metro's legal counsel sent a proposed agreement to Multnomah County in late January, and we received a proposal from the County on February 27. The County proposal includes two items that were not discussed at our earlier negotiations, and which pose some problems for us. Those items are the "reversionary clause" which would require that any park land revert to the County if Metro no longer were to use it for park purposes, and changes in the "indemnification" section of the agreement that would release the County from any potential liability for environmental problems that might be found in the future on the transferred properties and which originated during the county's management of the properties.

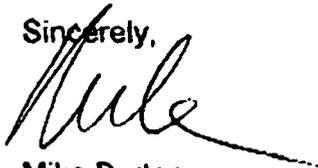
We are confident that we can resolve these issues to our mutual satisfaction, but we will need to reconvene our negotiating teams to sit down and work them out. We propose that the four of us who negotiated in the fall should continue these discussions. It would be helpful to us to add a second Councilor to broaden the Council representation, if you don't have a problem with that. We would like to meet next week if we can find a time that works for all of us, as we'd like to conclude a final agreement by the April 1 deadline contained in the amended Phase I agreement.

Commissioners Stein and Collier
March 6, 1996
Page 2

Please contact one of us when you've had a chance to discuss our proposal. In the meantime, we ask that you delay consideration of the two relevant items on your March 7 agenda until we've had a chance to discuss these issues with you; we will correspondingly delay our Council's scheduled March 14 consideration of the IGA. Attached you will find a copy of the IGA that the Regional Facilities Committee voted on Monday to forward to the Council, for your reference.

We look forward to meeting with you next week.

Sincerely,



Mike Burton,
Executive Officer



Ruth McFarland,
Councilor, District 1

cc: Metro Councilors
Multnomah County Commissioners

A. TECHNICAL AMENDMENTS PROPOSED BY METRO AND RECCOMENDED BY COUNTY COUNSEL

1. p. 3. Change lines 5-6 to read:

A complete list of all properties ~~contemplated for transfer to be transferred~~ is attached and incorporated herein as Exhibit 1.

2. p. 3 Change line 7 to read:

"Expo" means the Multnomah County Exposition Center, including ~~any~~ the COUNTY-owned property appurtenant thereto as described in Exhibit 1.

3. p. 5 Change lines 7-9 to read:

1. All park facilities and natural areas currently owned or operated by COUNTY, ~~or purchased by COUNTY or purchased by COUNTY through its natural areas acquisition and protection fund program referred to in section 3(E)(3) of the Phase II Agreement;~~

4. p. 5 Change line 16 to read:

On or before June 1, 1996,

5. p. 8 Change lines 6-7 to read:

METRO shall utilize the funds transferred from COUNTY for the sole purpose of maintaining, improving or operating parks and cemetery facilities transferred to METRO by COUNTY or acquiring additional park property in Multnomah County. If, prior to July 1, 1996, Metro ompletes the acquisition of approximately 20 acres of property adjacent to the Bybee House and Howell park on Sauvies Island, the purchase price and closing costs shall be paid by Multnomah County and deducted from the \$1.2 million to be transferred to METRO. METRO may take title to such property in its own name notwithstanding any provision of the phase I agreement.

B. OTHER POSSIBLE AMENDMENTS

1. P. 10 Change line 5-7. to read:

COUNTY'S duty of indemnification shall not extend beyond a maximum of \$50,000 to any pollution condition, contamination, fuel leak, discharge or release of toxic materials or hazardous substances as those terms are defined in any law or regulation.

REVERSIONARY CLAUSE, p. 5. Change lines 1-3 to read:

With respect to transferred parks, the deeds shall include reversionary rights in COUNTY in the event the land ceases to be used for park purposes, not including the exchange or sale of the properties known as _____ or _____ and utility/infrastructure easements so long as these actions are for a public purpose and enhance the entire park system.



MULTNOMAH COUNTY OREGON

OFFICE OF COUNTY COUNSEL
1120 S.W. FIFTH AVENUE, SUITE 1530
P.O. BOX 849
PORTLAND, OREGON 97207-0849
(503) 248-3138
FAX 248-3377

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

COUNTY COUNSEL
LAURENCE KRESSEL

CHIEF ASSISTANT
SANDRA N. DUFFY

ASSISTANTS
J. MICHAEL DOYLE
KATIE GAETJENS
GERALD H. ITKIN
STEVEN J. NEMIROW
HELLE RODE
MATTHEW O. RYAN
JOHN S. THOMAS
JACQUELINE A. WEBER

M E M O R A N D U M

TO: Dan Cooper, Metro Legal Counsel

FROM: Laurence Kressel (106/1530) *LK*
County Counsel

DATE: March 8, 1996

SUBJECT: IGA

Enclosed is the IGA as approved by the County Commission on March 7. The exhibits are not included; we'll need to finalize them before the agreement is concluded. (Incidentally, I understand the county is in the process of applying to partition the Lone Fir site. See the enclosed site descriptions.)



CONTRACT APPROVAL FORM

(See Administrative Procedure #2106)

Contract # 500636

Amendment # _____

MULTNOMAH COUNTY OREGON

<p>CLASS I</p> <input type="checkbox"/> Professional Services under \$25,000	<p>CLASS II</p> <input type="checkbox"/> Professional Services over \$25,000 (RFP, Exemption) <input type="checkbox"/> PCR B Contract <input type="checkbox"/> Maintenance Agreement <input type="checkbox"/> Licensing Agreement <input type="checkbox"/> Construction <input type="checkbox"/> Grant <input type="checkbox"/> Revenue	<p>CLASS III</p> <input checked="" type="checkbox"/> Intergovernmental Agreement <p>APPROVED MULTNOMAH COUNTY BOARD OF COMMISSIONERS</p> <p>AGENDA # <u>R-7</u> DATE <u>3/7/96</u> <u>DEB BOGSTAD</u> BOARD CLERK</p>
--	---	--

Department Chair's Office Division _____ Date 2/29/96

Contract Originator _____ Phone _____ Bldg/Room _____

Administrative Contact Maria D. Rojo Phone 248-3955 Bldg/Room 106/1515

Description of Contract Intergovernmental Agreement with Metro Regional Government for transfer of Parks and Expo

RFP/BID # _____ Date of RFP/BID _____ Exemption Exp. Date _____

ORS/AR # _____ Contractor is MBE WBE QRF

Contractor Name METRO
 Mailing Address 600 NE Grand St.
Potrtland, Oregon 97232
 Phone 797-1700
 Employer ID# or SS# _____
 Effective Date Upon Execution
 Termination Date _____
 Original Contract Amount \$ 0
 Total Amount of Previous Amendments \$ _____
 Amount of Amendment \$ _____
 Total Amount of Agreement \$ _____

Remittance Address _____ (If Different) _____

Payment Schedule _____ Terms _____

Lump Sum \$ _____ Due on receipt
 Monthly \$ _____ Net 30
 Other \$ _____ Other _____
 Requirements contract - Requisition required.
 Purchase Order No. _____
 Requirements Not to Exceed \$ _____

Encumber: Yes No
 Date March 7, 1996
 Date _____
 Date 2/29/96
 Date MARCH 7, 1996
 Date _____

REQUIRED SIGNATURES:

Department Manager [Signature]
 Purchasing Director (Class II Contracts Only) [Signature]
 County Counsel [Signature]
 County Chair / Sheriff [Signature]
 Contract Administration (Class I, Class II Contracts Only) _____

VENDOR CODE			VENDOR NAME						TOTAL AMOUNT \$		
LINE NO.	FUND	AGENCY	ORGANIZATION	SUB ORG	ACTIVITY	OBJECT/REV SRC	SUB OBJ	REPT CATEG	LGFS DESCRIPTION	AMOUNT	INC/DEC IND
01.											
02.											
03.											

★ * If additional space is needed, attach separate page. Write contract # on top of page.

INTERGOVERNMENTAL AGREEMENT

Phase II Intergovernmental Agreement Regarding Transfer of Ownership
of Regional Parks, Natural Areas, Golf Courses, Cemeteries,
and Trade/Spectator Facilities Presently Owned by Multnomah County to Metro.

(PHASE II AGREEMENT)

This Phase II Agreement dated as of _____, 1996, is between
Metro (METRO); and Multnomah County (COUNTY).

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RECITALS:

1. METRO and COUNTY entered into an Intergovernmental Agreement titled "Intergovernmental Agreement Regarding Transfer of Regional Parks, Natural Areas, Golf Courses, Cemeteries, and Trade/Spectator Facilities Presently Owned and Operated by Multnomah County to Metro" dated as of December 9, 1993 (Phase I Agreement).
2. Pursuant to the Phase I Agreement the COUNTY and METRO have determined that a final transfer of ownership of the County Facilities transferred to METRO should occur subject to the terms, conditions, obligations and limitations contained in this Phase II Agreement.

SECTION 1

DEFINITIONS

In this Agreement, the following terms shall have the following meanings unless the context indicates otherwise:

"Council" or "Metro Council" means the Metro Council provided for in the 1992 Metro Charter, or the lawful successor thereto.

"County" means Multnomah County, Oregon, or the lawful successor thereto.

"County Chair" means the duly elected Chair of the Multnomah County Board of Commissioners, or the lawful successor thereto.

"County Commission" means the Multnomah County Board of Commissioners, or the lawful successor thereto.

"County Facilities" means all park facilities and natural areas currently owned

by COUNTY, and operated by METRO pursuant to the Phase I Agreement including but not limited to Glendoveer Golf Course; Pioneer Cemeteries; the Multnomah County Exposition Center (Expo), including any COUNTY-owned property appurtenant to Expo. A complete list of all properties to be transferred is attached and incorporated herein as Exhibit 1.

"Expo" means the Multnomah County Exposition Center, including the COUNTY-owned property appurtenant thereto as described in Exhibit 1.

"Metro" means Metro, or the lawful successor thereto.

"Metro ERC" means the Metropolitan Exposition-Recreation Commission.

"Metro ERC Facilities" means the Oregon Convention Center and other convention, trade, or spectator facilities owned by Metro or operated by Metro ERC.

"Metro Executive Officer" or "Executive Officer" means the duly elected Metro Executive Officer provided for in the 1992 Metro Charter, or the lawful successor thereto.

"Sheriff" means the duly elected Multnomah County Sheriff or the lawful successor thereto.

SECTION 2

PURPOSE

The purpose of this Phase II Agreement is to provide for the second phase of consolidation of operation, management, and ownership of all regional park facilities, regional natural areas, and trade/spectator facilities owned by COUNTY and operated by METRO, including but not limited to Glendoveer Golf Course, Pioneer Cemeteries, and Expo, into the mix of natural spaces and trade/spectator facilities currently owned or

operated by METRO. The parks transferred under this agreement shall be the cornerstone for a regional greenspace program under METRO's stewardship, and shall continue to be used for park purposes. The first phase of consolidation was of limited duration pending this full consolidation, which includes transfer of ownership of the County Facilities to METRO. It is understood between COUNTY and METRO that this second phase of consolidation, including transfer of ownership, is of critical importance to both COUNTY and METRO.

This Agreement is not intended to benefit any individual, employee, group of employees, corporation, or other legal entity other than METRO and COUNTY. This Agreement shall not be deemed to vest any rights in, nor shall it be deemed to be enforceable by, any third party in any proceeding whatsoever.

SECTION 3

TERMS OF TRANSFER

A. Transfer of Ownership

Effective July 1, 1996, COUNTY hereby transfers to METRO all right, title and interest it possesses in the property described herein. The transfer shall be evidenced by the giving of bargain and sale deeds. In the event METRO proposes to sell or trade transferred park land, METRO shall first consult with COUNTY and conduct a public hearing. After the deed transfer, COUNTY shall have no interest in any such property except as specifically provided for in this Agreement and the aforementioned deeds.

The properties to be transferred to METRO are:

1. All park facilities and natural areas currently owned or operated by COUNTY;
2. Glendoveer Golf Course;

3. Pioneer Cemeteries; and
4. Expo.

A complete list of all properties to be transferred is attached and incorporated herein as Exhibit 1.

The recording of deeds shall occur as soon as is practicable on or after July 1, 1996. On or before June 1, 1996, METRO may request that surveys be conducted by COUNTY, as may be reasonably necessary, in order to determine property boundaries. If such a request is made, the cost of such survey(s) shall be shared equally between METRO and COUNTY.

B. Prior Transfers and Assignments

All transfers of funds, and personnel from COUNTY to METRO pursuant to the Phase I Agreement are hereby confirmed and deemed completed and final. All assignments by COUNTY of its interests in contracts, licenses, leases and all other agreements transferred or assigned to METRO pursuant to the Phase I Agreement are confirmed and deemed completed and final.

C. Personal Property

1. Except as provided in C(2) below, effective July 1, 1996, COUNTY hereby transfers to METRO all personal property utilized in operation of the County Facilities, or located thereon, including any personal property associated with the management or operation of the County Facilities.

2. Major Equipment Maintenance, Upkeep and Replacement. After the effective date of this Phase II Agreement, COUNTY agrees to continue to provide METRO with

COUNTY Fleet and Electronics services. These services are subject to the following terms and conditions:

(A) Attached as Exhibit ___ is an inventory of vehicles and other equipment currently owned by COUNTY and utilized by METRO.

(B) COUNTY agrees to provide maintenance, upkeep and scheduled replacement for the equipment listed in Exhibit ___ plus any other equipment mutually agreed upon.

(C) COUNTY will provide such services in the same manner and at the same rate as charged to other COUNTY departments.

(D) Commencing July 1, 1996, COUNTY shall establish and maintain an equipment depreciation and replacement schedule. METRO shall receive credit in such schedule for the replacement charges made for COUNTY equipment assigned to METRO consistent with COUNTY's standard practices. The equipment depreciation and replacement schedule will be charged for any costs of replacement of COUNTY equipment utilized by METRO. Except as provided for herein in the event of termination of this equipment service commitment, neither party shall have an obligation to pay to the other the balance of the schedule.

(E) Either METRO or COUNTY may terminate this equipment service provision by giving the other party at least six months prior notice. In that event, the termination shall be effective on July 1 of the following year or at such other time as is mutually agreed. In the event of termination, COUNTY shall transfer title to all vehicles and equipment listed on Exhibit ___ or any replacement vehicles and equipment to METRO

and METRO shall pay to COUNTY any deficit in the equipment depreciation replacement schedule.

If the schedule balance is positive, COUNTY shall pay the balance to METRO.

D. Natural Areas Acquisition and Protection Fund

On or before July 1, 1996, COUNTY shall transfer to METRO \$1.2 million from the County's Natural Areas Acquisition and Protection Fund. METRO shall utilize the funds transferred from COUNTY for the sole purpose of maintaining, improving or operating parks and cemetery facilities transferred to METRO by COUNTY or acquiring additional park property in Multnomah County. If, prior to July 1, 1996, Metro completes the acquisition of approximately 20 acres of property adjacent to the Bybee House and Howell Park on Sauvie Island, the purchase price and closing costs shall be paid by Multnomah County and deducted from the \$1.2 million to be transferred to METRO. METRO may take title to such property in its own name notwithstanding any provision of the Phase I Agreement.

E. Expo

COUNTY also agrees that notwithstanding the provision of subsection 3(A), the transfer of the Expo Center shall occur upon the execution of this Agreement and COUNTY shall deliver a deed to METRO as soon as practicable thereafter.

F. Property Transferred "As Is"/Indemnification

1. METRO has substantial experience with the properties described in Exhibit 1 and METRO acknowledges and agrees that METRO is acquiring such properties in an "as

is" condition, and solely in reliance on METRO's own inspection and examination of the properties. Moreover, METRO acknowledges and agrees that COUNTY has made no representations or warranties with respect so such properties.

2. Except as otherwise provided in this Section F, COUNTY, to the maximum extent permitted by law and subject to and within the limits of the Oregon Tort Claims Act, ORS 30.260 to 30.300, shall defend, indemnify and save harmless METRO and their officers, employees, and agents from and against any and all liabilities, damages, claims, demands, judgments, losses, costs, expenses, fines, suits, and actions, whether arising in tort, contract, or by operation of any statute, including the Workers' Compensation laws, including but not limited to attorneys' fees and expenses at trial and on appeal, relating to or resulting from any claim based on any act or occurrence that took place prior to January 1, 1994, arising from the operations of the County Facilities.

3. COUNTY's duty of indemnification shall not extend beyond a maximum of \$50,000 to any pollution condition, contamination, fuel leak, discharge, or release of toxic materials or hazardous substances as those terms are defined in any law or regulation.

4. The provisions of Section F(2) shall include any claims made by or on behalf of the plaintiff(s) in the case State ex rel Multnomah County Pomona Grange vs. Board of County Commissioners, et al, Multnomah County Circuit Court Case No. 9312-01898, CA A86828, SC S42907.

5. METRO, to the maximum extent permitted by law, subject to and within the limits of the Oregon Tort Claims Act, ORS 30.260 to 30.300, shall defend, indemnify and save harmless COUNTY, and its officers, employees, and agents from and against any and

all liabilities, damages, claims, demands, judgments, losses, costs, expenses, remedial actions, fines, suits and actions, whether arising in tort, contract, or by operation of any statute, including the Workers' Compensation laws, including but not limited to attorneys' fees and expenses at trial and on appeal, relating to or resulting from any claim based on any act or occurrence that takes place on or after January 1, 1994, arising from the operations of the County Facilities by METRO. METRO's duty of indemnification shall extend to any pollution condition, contamination, fuel leak, discharge or release of toxic materials or hazardous substances as those terms are defined in any law or regulation, whether such condition, contamination, leak, discharge or release occurred or originated before or after January 1, 1994, or is the result of conditions which were created before or after January 1, 1994.

7. The foregoing indemnification, defense, and hold harmless provisions are for the sole and exclusive benefit and protection of METRO and COUNTY, and their respective officers, employees, and agents, and are not intended, nor shall they be construed, to confer any rights on or liabilities to any person or person other than METRO, COUNTY, and their respective officers, employees, and agents.

G. County Ordinances

1. All COUNTY ordinances, resolutions, executive orders, procedures, or rules governing, restricting, or regulating the use of the County Facilities in force and effect on the effective date of this Agreement shall remain in force and effect with regard to the County Facilities until superseded by any ordinance, resolution, executive order, procedure or rule duly adopted or promulgated by METRO, subject, however, to any restrictions

contained in paragraphs K and L. In the case of Expo, METRO may delegate its authority to supersede previous COUNTY directives to Metro ERC. COUNTY shall cooperate and assist METRO in the implementation of any METRO action to supersede previous COUNTY directives that may require COUNTY action to amend COUNTY ordinances.

2. METRO shall have full power and authority to enforce any COUNTY ordinances, resolutions, executive orders, procedures, or rules governing, restricting, or regulating the use of the County Facilities, to the full extent that COUNTY possesses such authority. In the case of Expo, METRO may delegate its enforcement authority to Metro ERC.

H. County Marine Fuel Tax

COUNTY agrees to amend Multnomah County Code Section 5.30.340 to authorize transfer to METRO of the revenues collected by COUNTY from its \$.03 per-gallon fee on the sales of motor fuel used to propel or operate motor boats. Revenues from future increases in the tax rate, if any are approved by COUNTY, shall not be subject to transfer to METRO unless specifically authorized by COUNTY. Transferred revenues may be used by METRO only for the purposes of development, administration, operation and maintenance of those COUNTY Facilities transferred to METRO pursuant to this Agreement. COUNTY further agrees to transfer the above-mentioned funds to METRO on or before September 30 of each year from the amounts collected in the previous fiscal year.

I. Morrison Building/Office Space

1. The transfer of ownership provided for in Section 3(A) shall not include that portion of the Lone Fir Cemetery property on which the building located at 2115 S.E.

Morrison Street and hereinafter referred to as the Morrison Building is located. A site plan showing the portion of the Lone Fir Cemetery property excluded from transfer to METRO is attached as Exhibit 2 hereto.

2. From July 1, 1996, to June 30, 1999, COUNTY shall continue to provide METRO free use of the space in the Morrison Building currently utilized for cemetery operations conducted by METRO. This includes an office, storage and other associated space. This obligation shall cease sooner than June 30, 1999, if METRO shall transfer responsibility to operate the cemeteries prior to such time or if COUNTY shall sell the Morrison Building or otherwise cease to occupy the building for any COUNTY purposes provided that COUNTY shall pay to METRO \$625 for each month or part thereof from the time of termination to July 1999 if METRO's occupancy is terminated by COUNTY prior to July 1999.

J. Multnomah County Sheriff/Marine Operations

1. COUNTY agrees to continue to budget sufficient funds to allow Sheriff to maintain the level of patrol and surveillance at Blue Lake Park and Oxbow Park that was in effect during 1994 and 1995. Specifically this includes periodic patrols and the stationing of patrol cars in both parks on warm weather weekends, holidays and special events. This obligation shall continue as long as the Sheriff is providing patrol services in the COUNTY.

2. COUNTY agrees that the Sheriff will continue to commission parks staff to perform those certain law enforcement functions currently performed by METRO staff at the parks facilities. Sheriff will also make training available for parks' staff to perform these functions. METRO shall pay any extraordinary training costs.

3. Chinook Landing Facility. METRO agrees to allow Sheriff the continued free use of the garage, office space, and boathouse, including dock, presently utilized by Sheriff at the Chinook Landing facility. Sheriff shall have the full responsibility to maintain, insure, protect and reconstruct, if necessary, the garage, boathouse, dock and elevated walkway to the boathouse including paying all expenses related thereto. METRO shall maintain the building in which the office space is located but shall have no obligation to Sheriff or COUNTY to maintain the interior office space or alarm system. Attached as Exhibit 3 is a site plan showing the location of the facilities at Chinook Landing to be utilized by Sheriff.

4. James M. Gleason Facility. METRO agrees to allow Sheriff to occupy at no cost the office structure presently located at the James M. Gleason Boat Ramp Facility as well as the walkway, dock and boathouses presently utilized by the Sheriff for marine patrol purposes. It shall be COUNTY's obligation to maintain, insure and reconstruct, if necessary, all facilities and structures utilized by Sheriff, and pay all expenses associated with their use by Sheriff. A site plan showing the location of these facilities is attached as Exhibit 4. In addition, COUNTY and Sheriff may at no expense to METRO relocate the existing facilities described above to a different location on the Gleason facility or onto adjacent property METRO may acquire from the Port of Portland subject to METRO's right to approve the location and design thereof.

5. Radios. COUNTY and Sheriff agree that METRO may continue the use of radio frequencies assigned to Sheriff under current practices. METRO shall pay its share of any annual FCC fees.

K. Measure 26-26 Local Share Funding

Pursuant to the Phase I agreement and a separate intergovernmental agreement entered into between METRO and COUNTY (the Local Share IGA), METRO is currently administering the "local share" funds allocated to COUNTY pursuant to the adoption of Metro's Open Spaces Bond Measure approved by the voters on May 16, 1995 (Measure 26-26). METRO and COUNTY agree that METRO shall be responsible for and have full authority to carry out the local share projects described in the local share IGA. Title to any property purchased with local share funds shall be taken in METRO's name and be subject to the requirements of Measure 26-26. METRO may after consultation with the County Board determine that projects are cost prohibitive, degraded or otherwise infeasible and substitute other eligible projects as necessary.

L. Oxbow Park/Campground Facilities

1. As to Oxbow Park the final transfer of ownership provided for in Section 3(A) above shall not occur until such time as METRO is eligible to directly receive from the State of Oregon the funds currently received by COUNTY pursuant to ORS chapter 390 from state Recreational Vehicle Registration fees. Until such time, METRO shall be deemed to be leasing Oxbow Park from COUNTY, and operating Oxbow Park on behalf of COUNTY pursuant to COUNTY's written policies on parks and recreation as set forth in this Agreement. COUNTY shall maintain eligibility for such funds, apply to the State to receive the funds, and pay over to METRO any and all funds received. METRO may, with State approval, receive all funds directly from the State on COUNTY's behalf. METRO shall cooperate with COUNTY to assist its efforts to apply for and receive such funds. COUNTY

shall assist METRO's efforts to obtain necessary State approval.

2. Final transfer of title and ownership of COUNTY's interest in Oxbow Park shall occur within 30 days of METRO's written notice to COUNTY that METRO is eligible to receive funding directly from the State or that it waives its right to receive funding under this section. COUNTY shall have no obligation to transfer title unless METRO furnishes COUNTY with any necessary State approval of the transfer.

3. COUNTY shall assign to METRO its interest in the lease agreements with the United States Department of the Interior (Bureau of Land Management) and the State of Oregon Department of Fish and Wildlife for those portions of Oxbow Park for which COUNTY does not own simultaneously with the transfer as provided in Section (L)(2) above and not before. Transfer of COUNTY's leasehold interest shall be subject to any necessary approvals required by the United States (BLM) or the State of Oregon (Fish and Wildlife).

M. County Services

COUNTY agrees that METRO may continue to utilize COUNTY-provided services at the rate COUNTY charges to other COUNTY departments. These services include fleet services, radio repair, inmate labor, sign fabrication and water quality testing. METRO shall have no obligation to utilize COUNTY services but may do so subject to standard terms and conditions to be established by COUNTY at costs no higher than charged by COUNTY to its own departments. COUNTY shall have no obligation to provide services except subject to its standard terms and conditions and payment of costs by METRO.

N. Historical Society

COUNTY agrees to match annually any METRO contribution in an amount up to

\$10,300 to the Oregon Historical Society to support the Society's activities at the Bybee Howell House.

O. Road Maintenance

COUNTY shall have no obligation to maintain roads at park facilities except for the maintenance of existing dedicated COUNTY roads.

SECTION 4

DISPUTE RESOLUTION

A. Exhaustion of Dispute Resolution Process Required

Neither party shall resort to litigation to enforce any of the terms of this Agreement unless and until the dispute resolution process established in this section has been completed, provided, however, that a party may institute litigation in a court of competent jurisdiction to require a party to participate as provided herein.

B. Procedure

In the event of a dispute arising under this Agreement between the parties, the parties shall first attempt to resolve the dispute by negotiations with each other in good faith. In the event that such negotiations do not provide a mutually-agreeable settlement, either party may initiate the following dispute resolution process:

1. The initiating party shall give written notice of initiation of dispute resolution proceedings to the Metro Executive Officer, to the County Chair, and to a person mutually agreed to by the Metro Executive Officer and the County Chair. The three together shall constitute the Dispute Resolution Committee. The notice shall identify the dispute as to which the dispute resolution process is being initiated.

2. Not later than fifteen (15) days after receipt of the notice of initiation, each party to this Agreement may submit a written statement to the Dispute Resolution Committee stating the party's position on the dispute.

3. Not later than thirty (30) days after notice of initiation, the Dispute Resolution Committee shall decide on a resolution of the dispute and shall notify the parties to this Agreement of the resolution. Decisions of the Dispute Resolution Committee shall be by majority vote.

4. Decisions of the Dispute Resolution Committee shall be final and binding on the parties unless, within 60 days of receipt of the decision of the Committee, the governing board of either party by duly adopted resolution gives written notice of its rejection of the decision.

SECTION 5

REMEDIES

In the event a party fails to comply with any provision of this Agreement, in addition to any other right or remedy specified in this Agreement, then any other party shall be entitled to any remedy available at law or in equity, provided that the party has first exhausted its remedies under Section 4 of this Agreement.

SECTION 6

AUTHORITY TO MAKE DECISIONS

This Agreement provides for various approvals, waivers, executions of further documents implementing this Agreement, or other decisions or actions to be made or taken on behalf of COUNTY and METRO hereunder. Except as otherwise specifically provided in

this Agreement, such approvals, waivers, executions, or other decisions or actions shall be deemed made or taken if in writing and executed by the County Chair, if on behalf of COUNTY, and by the Metro Executive Officer, if on behalf of METRO. Any amendments to this Agreement must be approved by the County Commission and the Metro Council.

SECTION 7

NOTICE

Any notice provided for hereunder shall be deemed sufficient if deposited in the United States mail, certified mail, return receipt requested, postage prepaid, addressed either to the following address or to such other address or addresses as the recipient shall have notified the sender of by notice as provided herein:

METRO: Executive Officer
Metro
600 N.E. Grand Avenue
Portland, OR 97232-2736

With a copy to:

Clerk of the Council
Metro
600 N.E. Grand Avenue
Portland, OR 97232-2736

Office of General Counsel
Metro
600 N.E. Grand Avenue
Portland, OR 97232-2736

COUNTY: County Chair
Multnomah County
1120 S.W. Fifth Avenue, Rm. 1410
Portland, OR 97204

With a copy to:

Clerk of the Board
Multnomah County
1120 SW Fifth Avenue, 15th Floor
Portland, OR 97204

County Counsel
Multnomah County
1120 S.W. Fifth Avenue, Rm. 1530
Portland, OR 97204

Notice hereunder shall be deemed received three (3) days after mailing as provided in this Section or on actual delivery to the addressee, whichever occurs first.

SECTION 8

EXECUTION OF FURTHER DOCUMENTS

In order to complete implementation of the provisions of this Agreement, it may be necessary for METRO and COUNTY to execute further documents enabling implementation. Each of them shall execute such further documents and take such other steps as are reasonably necessary or appropriate to implementing the provisions hereof.

SECTION 9

WAIVERS

The waiver of any provision of this Agreement, whether a waiver as to a particular application of the provision, or as to all applications of the provision, shall be binding on the party making the waiver only if in writing and executed by the party. Unless otherwise expressly provided in the written waiver, the waiver by a party of performance of a provision as to a particular application shall not be a waiver of nor prejudice the party's right to require performance of the provision as to other applications or of any other provision.

SECTION 10

SURVIVAL

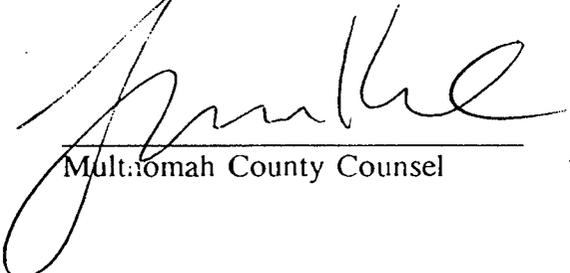
The provisions of this agreement shall survive the closing and recordation of all deeds for an unlimited period.

SECTION 11

ENTIRE AGREEMENT

This Agreement is the entire agreement between the parties. This Agreement may not be modified except by a written amendment dated and approved and signed by all the parties hereto then in existence. No party shall be bound by any oral or written statement or course of conduct of any officer, employee, or agent of the party purporting to modify this Agreement.

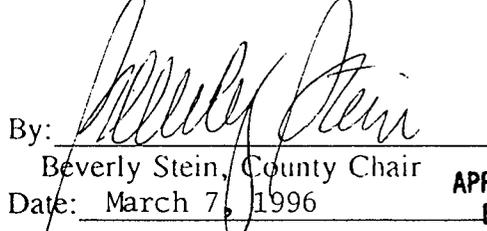
REVIEWED:


Multnomah County Counsel

APPROVED AS TO FORM

Metro General Counsel

MULTNOMAH COUNTY

By: 
Beverly Stein, County Chair
Date: March 7, 1996

METRO

By: _____
Mike Burton,
Executive Officer
Date: _____

APPROVED MULTNOMAH COUNTY
BOARD OF COMMISSIONERS
AGENDA # R-7 DATE 3/7/96
DEB BOGSTAD
BOARD CLERK

PLEASE PRINT LEGIBLY!

MEETING DATE 3-7-96

NAME TOM CROPPER

ADDRESS P.O. BOX 18025

STREET

PORTLAND

CITY

97218-0025

ZIP

I WISH TO SPEAK ON AGENDA ITEM NO. R-8

SUPPORT _____ OPPOSE X

SUBMIT TO BOARD CLERK

MEETING DATE: ~~FEB 29 1996~~ MAR 7 1996

AGENDA #: R-9 R-8
ESTIMATED START TIME: 10:30 11:45

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Ordinance amending Multnomah County code 5.50.050 (Transient Lodging Tax) to allow certain tax receipts to be used to finance construction of a new hall at the Expo Center

BOARD BRIEFING: DATE REQUESTED: _____

REQUESTED BY: _____

AMOUNT OF TIME NEEDED: _____

REGULAR MEETING: DATE REQUESTED: February 29, 1996 _____

AMOUNT OF TIME NEEDED: 10 Minutes

DEPARTMENT: Chair's Office DIVISION: _____

CONTACT: Maria Rojo TELEPHONE: 28-3955
BLDG/ROOM: 106/1515

PERSON(S) MAKING PRESENTATION: Mike Burton, Metro Executive

ACTION REQUESTED:

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

SUGGESTED AGENDA TITLE:

Same As Above

SIGNATURES REQUIRED:

ELECTED OFFICIAL: [Signature]
(OR)
DEPARTMENT
MANAGER: _____

BOARD OF
COUNTY COMMISSIONERS
96 FEB 23 AM 9:29
MULTNOMAH COUNTY
OREGON

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any Questions: Call the Office of the Board Clerk 248-3277 or 248-5222



METRO

MB
RECEIVED

FEB 16 1996

BEVERLY STEIN
MULTNOMAH COUNTY CHAIR

February 16, 1996

Multnomah County Board of Commissioners
1120 SW Fifth Ave.
Portland, OR 97204

Dear Commissioners:

I am transmitting to you a resolution adopted yesterday by the Metro Council, officially requesting you to amend the Multnomah County transient lodgings tax to allow up to \$9 million of Oregon Convention Center reserves to be used for construction of a new building at the Expo Center. The resolution (No. 96-2280) includes an exhibit with suggested language for amending the County Code to achieve this purpose, which we offer as a guideline for possible amendment.

I know each of you has been briefed on this issue individually, as well as collectively at last Tuesday's informal meeting of the Board, so I won't reiterate here the reasons we are making this request. I will only offer my encouragement for your support, and my thanks for your ongoing efforts to promote regional partnerships and cooperation.

Sincerely,

Mike Burton
Executive Officer

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF REQUESTING)	RESOLUTION NO. 96-2280
MULTNOMAH COUNTY TO AMEND ITS)	
TRANSIENT LODGINGS TAX ORDINANCE)	Introduced by Mike Burton,
TO ALLOW TAX RECEIPTS TO BE USED)	Executive Officer
TO FINANCE CONSTRUCTION OF A)	
NEW HALL AT THE EXPO CENTER)	

WHEREAS, Metro, through the Metropolitan Exposition-Recreation Commission (MERC), operates the Portland Expo Center under an intergovernmental agreement with Multnomah County, which owns the facility; and

WHEREAS, Metro and Multnomah County are developing an intergovernmental agreement to transfer ownership of Expo and certain County-owned parks and natural areas from the County to Metro; and

WHEREAS, Metro and MERC are considering the development of a new building on the Expo site, to improve Expo's marketability and exhibit space, and to accommodate the "America's Smithsonian" exhibit which is scheduled to occupy the proposed new Expo building for a forty-day exhibition in the spring of 1997; and

WHEREAS, Construction of a new hall at Expo is consistent with the Expo master plan developed by Multnomah County prior to the transfer of the facility's management to Metro; and

WHEREAS, Construction of the new facility at Expo is estimated to cost \$13 million; and

WHEREAS, Preliminary financing plans for construction of the new Expo facility call for \$9 million in Oregon Convention Center reserves to be contributed to the project; and

WHEREAS, Multnomah County levies a 3% transient lodging tax whose proceeds are largely dedicated to the operations, marketing, and improvements of the Oregon Convention Center; and

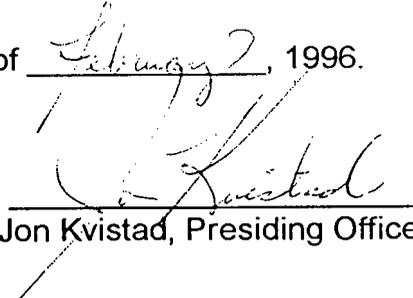
WHEREAS, Oregon Convention Center funds may not be used for the Expo project without amendment of the County Code which restricts the use of transient lodging tax funds to Convention Center purposes; and

WHEREAS, The proposed Expo expansion will provide needed flexibility for serving the public demand for use of Expo's facilities, provide the venue for the 150th anniversary Smithsonian exhibit, and serve to house traditional Expo events in the future when necessary repairs and modifications are made to the existing Expo facility;
Now, Therefore,

BE IT RESOLVED,

That the Metro Council requests the Multnomah County Board of Commissioners to amend Section 5.50.050 of the Multnomah County Code to allow Oregon Convention Center funds to be expended on the construction of a new building at the Expo Center, and authorizes the Executive Officer to propose amendment language to the County substantially similar to that contained in Exhibit A.

ADOPTED by the Metro Council this 15th day of February, 1996.



Jon Kvistad, Presiding Officer

**PROPOSED AMENDMENT TO MULTNOMAH COUNTY
TRANSIENT LODGINGS TAX**

5.50.050. Tax Imposed.

* * *

- (5) After voters have approved issuance of general obligation bonds to finance or partially finance construction of the convention and trade show center or financing for construction has been obtained by some other means, funds deposited in the convention and trade show center special fund shall be used to assist the lead agency for the following purposes:
- (a) First, to pay any expenses incurred on activities identified under MCC 5.50.050(B)(4);
 - (b) Second, if all expenses identified in subsection (a) above have been satisfied, to pay any unfunded annual operating expenses that may have been incurred by the convention and trade show center;
 - (c) Third, if all expenses identified in subsection (a) above have been satisfied and if no otherwise unfunded annual operating expenses exist or if funds remain after the otherwise unfunded annual operating expenses have been paid, to provide for the promotion, solicitation, procurement, and service of convention business at the convention and trade show center to the extent necessary to fully implement the annual marketing program adopted by the lead agency;
 - (d) Fourth, if the needs identified in the foregoing subsections (a) through (c) have been fully satisfied, to pay ancillary costs associated with the development, construction and operation of the convention and trade show center, including but not limited to site acquisition costs and construction costs including financing of those costs;
 - (e) Notwithstanding the limitation on spending in subparagraphs (a) through (d), an amount not to exceed \$70,000.00 one time only may be used by the lead agency for the promotion, solicitation, procurement, and service of the 1988 International Association of Chiefs of Police convention in Multnomah County.

- (f) Notwithstanding the limitations on spending in subparagraphs (a) through (e), Multnomah County may transfer an amount not to exceed \$100,000 per year, for three years beginning with fiscal year 1994-1995, as a special appropriation to the Regional Arts and Culture Council.

- (g) The transfer of funds for operation of the Portland Center for the Performing Arts and for the Regional Arts and Culture Council pursuant to subparagraphs (f) and (g) shall not be made if, prior to June 1 of any year, the Metro Council declares that an emergency requires the funds to be used for the Oregon Convention Center. Any such declaration shall be in writing and shall be transmitted from Metro to the Chair of Multnomah County. The circumstances pertaining to the Oregon Convention Center warranting a declaration of an emergency shall include, but not be limited to:
 - (i) Current resources except beginning fund balance do not meet current expenditures less renewal and replacement fund transfer and unappropriated balance;
 - (ii) Revenues from the tax drop by more than 25% in any year when measured against the prior year;
 - (iii) A major structural failure at the center (not otherwise insured) such that total reserves are insufficient to repair the damage without the use of all or part of the 3-year \$2,100,000 commitment.
 - (iv) Or any other situation that threatens the normal operation of the convention center.

(h) Notwithstanding the limitations on spending in subparagraphs (a) through (g), Metro may use an amount not to exceed \$9,000,000 total for the construction of a new building at the Portland Exposition Center.

ORDINANCE FACT SHEET

Ordinance Title: ORDINANCE Amending Multnomah County Code Chapter 5.50.050 (Transient Lodging Tax) to Allow Certain Tax Receipts to be Used to Finance Construction of a New Hall at the Expo Center

Give a brief statement of the purpose of the ordinance including rationale for adoption, description of persons benefited, alternatives explored:

Metro is requesting an amendment to Multnomah County's Ordinance on transient lodgings tax to allow up to \$9,000,000 of Oregon Convention Center reserves to be used for construction of a new building at Expo.

What other local jurisdictions have enacted similar legislation?

Metro Regional Government

What has been the experience in other areas with this type of legislation?

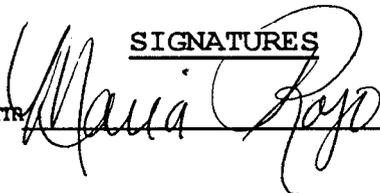
n/a

What is the fiscal impact, if any?

None to Multnomah County. Impact will be on the Convention Center.

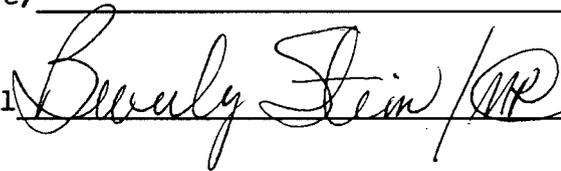
SIGNATURES

Person Filling Out Form



Planning & Budget (if fiscal impact)

Department Manager/Elected Official



1 BEFORE THE BOARD OF COUNTY COMMISSIONERS
2 FOR MULTNOMAH COUNTY, OREGON
3 ORDINANCE NO. _____
4

5 An ordinance amending MCC 5.50.050 (Transient Lodging Tax) to
6 allow tax receipts to be used by Metro to finance construction of
7 a new hall at the Expo Center.

8 Multnomah County ordains as follows:

9 Section 1. Purpose

10 A. Metro, through the Metropolitan Exposition-Recreation
11 Commission (MERC), operates the Portland Expo Center under an
12 intergovernmental agreement with Multnomah County, which owns the
13 facility;

14 B. Metro and Multnomah County are developing an
15 intergovernmental agreement to transfer ownership of Expo and
16 certain County-owned parks and natural areas from the County to
17 Metro;

18 C. Metro and MERC are considering the development of a new
19 building on the Expo site, to improve Expo's marketability and
20 exhibit space, and to accommodate the "America's Smithsonian"
21 exhibit which is scheduled to occupy the proposed new Expo building
22 for a forty-day exhibition in the spring of 1997. Planning
23 activities are underway for the construction of the new exhibit
24 hall at the Expo Center, which will contain 120,000 square feet of
25 exhibit space. This project is projected to be completed by March
26 of 1997 at a cost not to exceed \$13 million. The financing for the

02/23/96:1

1 project is proposed to consist of \$9 million in Oregon Convention
2 Center reserves, \$1 million in Expo reserves, \$2.5 million from a
3 privately placed revenue bond, and \$500,000 (if needed) from other
4 sources that are currently being consulted. The most critical
5 component of the financing package is the \$9 million of Convention
6 Center funds, which constitutes approximately 70% of the proposed
7 funding. This money is needed to pay for the project to minimize
8 the debt load and finance this addition without additional tax
9 resources;

10 D. Construction of a new hall at Expo is consistent with the
11 Expo master plan developed by Multnomah County prior to the
12 transfer of the facility's management to Metro;

13 E. Multnomah County levies a 3% transient lodging tax whose
14 proceeds are largely dedicated to the operations, marketing, and
15 improvements of the Oregon Convention Center; and

16 F. Oregon Convention Center funds may not be used for the
17 Expo project without amendment of the County Code which restricts
18 the use of transient lodging tax funds to Convention Center
19 purposes;

20 G. The proposed Expo expansion will provide needed
21 flexibility for serving the public demand for use of Expo's
22 facilities, provide the venue for the 150th anniversary Smithsonian
23 exhibit, and serve to house traditional Expo events in the future
24 when necessary repairs and modifications are made to the existing
25 Expo facility.

26 H. The Metro Council has requested the Multnomah County

1 Board of Commissioners to amend Section 5.50.050 of the Multnomah
2 County Code to allow Oregon Convention Center funds to be expended
3 on the construction of the new building at the Expo Center.

4 Section 2. Amendment

5 MCC 5.50.050(5) is amended to read as follows:

6 **5.50.050. Tax Imposed.**

7 * * * * *

8 (5) After voters have approved issuance of general
9 obligation bonds to finance or partially finance
10 construction of the convention and trade show
11 center or financing for construction has been
12 obtained by some other means, funds deposited in
13 the convention and trade show center special fund
14 shall be used to assist the lead agency for the
15 following purposes:

16 (a) First, to pay any expenses incurred on
17 activities identified under MCC
18 5.50.050(B)(4);

19 (b) Second, if all expenses identified in
20 subsection (a) above have been satisfied, to
21 pay any unfunded annual operating expenses
22 that may have been incurred by the convention
23 and trade show center;

24 (c) Third, if all expenses identified in
25 subsection (a) above have been satisfied and
26 if no otherwise unfunded annual operating
27 expenses exist or if funds remain after the
28 otherwise unfunded annual operating expenses
29 have been paid, to provide for the promotion,
30 solicitation, procurement, and service of
31 convention business at the convention and
32 trade show center to the extent necessary to
33 fully implement the annual marketing program
34 adopted by the lead agency;

35 (d) Fourth, if the needs identified in the
36 foregoing subsections (a) through (c) have
37 been fully satisfied, to pay ancillary costs
38 associated with the development, construction
39 and operation of the convention and trade show
40 center, including but not limited to site

1 acquisition costs and construction costs
2 including financing of those costs;

3 (e) Notwithstanding the limitation on spending in
4 subparagraphs (a) through (d), an amount not
5 to exceed \$70,000 one time only may be used by
6 the lead agency for the promotion,
7 solicitation, procurement, and service of the
8 1988 International Association of Chiefs of
9 Police convention in Multnomah County.

10 (f) Notwithstanding the limitations on spending in
11 subparagraphs (a) through (e), Multnomah
12 County may transfer an amount not to exceed
13 \$100,000 per year, for three years beginning
14 with fiscal year 1994-1995, as a special
15 appropriation to the Regional Arts and Culture
16 Council;

17 (g) The transfer of funds for operation of the
18 Portland Center for the Performing Arts and
19 for the Regional Arts and Culture Council
20 pursuant to subparagraphs (f) and (g) shall
21 not be made if, prior to June 1 of any year,
22 the Metro Council declares that an emergency
23 requires the funds to be used for the Oregon
24 Convention Center. Any such declaration shall
25 be in writing and shall be transmitted from
26 Metro to the Chair of Multnomah County. The
circumstances pertaining to the Oregon
Convention Center warranting a declaration of
an emergency shall include, but not be limited
to:

(i) Current resources except beginning fund
balance do not meet current expenditures
less renewal and replacement fund
transfer and unappropriated balance;

(ii) Revenues from the tax drop by more than
25% in any year when measured against the
prior year;

(iii) A major structural failure at the center
(not otherwise insured) such that total
reserves are insufficient to repair the
damage without the use of all or part of
the three-year \$2,100,000 commitment.

(iv) Or any other situation that threatens the
normal operation of the convention
center.

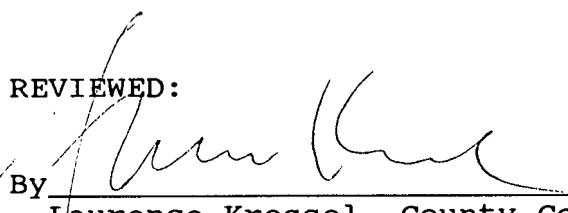
(h) Notwithstanding the limitations on spending in subparagraphs (a) through (g), Metro may use an amount not to exceed \$9,000,000 total for the construction of a new exhibit hall at the Portland Exposition Center.

ADOPTED this _____ day of _____, 1996, being the date of its _____ reading before the Board of County Commissioners of Multnomah County, Oregon.

(SEAL)

Beverly Stein, Chair
Multnomah County, Oregon

REVIEWED:

By 

Laurence Kressel, County Counsel
For Multnomah County, Oregon

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