

**ANNOTATED MINUTES**

*Tuesday, December 13, 1994 - 9:00 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

**WORK SESSION**

*WS-1 Board and Managers Discussion on the 1994-95 Mid-Year Performance Report; Review Status of Current Year Action Plans and Key Results Measures; and Updates on 3-6 High Priority Action Plans, for the Following:*

*9:00 - 10:30 Health Department*

**BILLI ODEGAARD, BILL DAVIS, JEAN GOULD,  
DWAYNE PRATHER, DR. GARY OXMAN, JAN  
SINCLAIR, GORDON EMPY, CATHY PAGE AND  
MARGE JOSA PRESENTATION AND RESPONSE TO  
BOARD QUESTIONS.**

*10:30 - 12:00 Department of Community Corrections*

**TAMARA HOLDEN, JOANNE FULLER, JIM ROOD,  
AND CARY HARKAWAY PRESENTATION AND  
RESPONSE TO BOARD QUESTIONS.**

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*Tuesday, December 13, 1994 - 1:30 PM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

**BOARD BRIEFINGS**

*B-1 Presentation and Discussion of the Oregon Health Plan Implementation and Managed Care Update. Presented by Lorenzo Poe, Howard Klink and Elleen Deck.*

**LOLENZO POE, BILLI ODEGAARD, HOWARD KLINK,  
AND JUDY ROBISON PRESENTATION AND RESPONSE  
TO BOARD QUESTIONS.**

*B-2 Presentation and Discussion on the Department of Community Corrections Plan to Participate in a Partnership with the Buckman Neighborhood Association.*

*Presented by Tamara Holden, Michael Haines and Kevin Criswell.*

**MICHAEL HAINES, KEVIN CRISWELL AND NEDRA BAGLEY PRESENTATION AND RESPONSE TO BOARD QUESTIONS.**

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*Wednesday, December 14, 1994 - 9:00 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

**WORK SESSION**

*WS-2 Board and Managers Discussion on the 1994-95 Mid Year Performance Report; Review Status of Current Year Action Plans and Key Results Measures; and Updates on 3-6 High Priority Action Plans, for the Following:*

*9:00 - 11:30 Department of Environmental Services*

**BETSY WILLIAMS, BOB THOMAS, DAVE FLAGLER, SCOTT PEMBLE, MIKE OSWALD, JIM MUNZ, AND KARI HARDWICK PRESENTATION AND RESPONSE TO BOARD QUESTIONS.**

*11:30 - 12:00 Citizen Involvement Committee*

**JOHN LEGRY PRESENTATION AND RESPONSE TO BOARD QUESTIONS.**

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*Thursday, December 15, 1994 - 9:30 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

**REGULAR MEETING**

*Chair Beverly Stein convened the meeting at 9:30 a.m., with Vice-Chair Tanya Collier, and Commissioners Sharron Kelley, Gary Hansen and Dan Saltzman present.*

**CONSENT CALENDAR**

**UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER COLLIER, THE CONSENT CALENDAR (ITEM C-1) WAS UNANIMOUSLY APPROVED.**

**DEPARTMENT OF HEALTH**

- C-1 Ratification of an Intergovernmental Revenue Agreement, Contract #201245, between Multnomah County Health Department and the Municipality of Anchorage, Alaska to Reimburse the County for Testing the County's Health Information System Software, Effective Upon Execution through December 31, 1995*

**REGULAR AGENDA**

**NON-DEPARTMENTAL**

- R-1 PROCLAMATION in the Matter of Honoring those Employers who Provide Employment for Individuals with Developmental Disabilities and Recognizing the Contribution that They Make to the Community*

**COMMISSIONER SALTZMAN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-1. PROCLAMATION READ FOR THE RECORD. COMMISSIONER SALTZMAN PRESENTED EXPLANATION. THE BOARD PRESENTED A COPY OF THE PROCLAMATION HONORING VARIOUS EMPLOYERS OF INDIVIDUALS WITH DEVELOPMENTAL DISABILITIES TO: ALBERTSON'S, ATWATER'S, BUILDER'S SQUARE, BURGER KING, BURGERSVILLE USA, CATERAIR, COFFEE BEAN INTERNATIONAL, CONTAINER RECOVERY INC., EDGEFIELD INN, F.H. STEINBART, FAIRVIEW TRAINING CENTER, FARMER'S INSURANCE, FAST BREAK, FIRE MOUNTAIN ENTERPRISES, FIRST INTERSTATE BANK, FRED MEYER, GLOBE AIRPORT SECURITY SERVICES, GOOD SAMARITAN HOSPITAL, GREAT BEGINNINGS CHILD CARE, HIPPO HARDWARE, JODY'S RESTAURANT, LUMITE, McDONALD'S, McMENAMIN'S PUBS, MOCHA MAMA MT. HOOD CHEMICAL, NIKE, NORDSTROM, NW FIBER FABRICATIONS, OHSU, PIZZA HUT, PORTLAND BOLD, PORTLAND COMMUNITY COLLEGE PEP, PORTLAND IMPORTS, PP & I, PRECISION DIE CUTTING, PROVIDENCE HOSPITAL, PROVIDENCE MEDICAL CENTER, QUALICOTE, RED ROBIN, RHEINLANDER, ROBERT'S OF PORTLAND, ROSE MOYER THEATER, SAFEWAY, SCHMIDT NURSERY, SCHUCK'S AUTO PARTS, ST. VINCENT DePAUL, TACO BELL, TOWER RECORDS US BANK, UNIFIRST AND WENDY'S. PROCLAMATION 94-243 WAS UNANIMOUSLY APPROVED.**

**PUBLIC CONTRACT REVIEW BOARD**

*(Recess as the Board of County Commissioners and convene as the Public Contract Review Board)*

- R-2 *Second Reading and Possible Adoption of a Proposed ORDINANCE Adopting Rules of the Multnomah County Public Contract Review Board*

**PROPOSED ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER HANSEN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF THE SECOND READING AND ADOPTION. NO ONE WISHED TO TESTIFY. ORDINANCE NO. 807 WAS UNANIMOUSLY APPROVED.**

*(Recess as the Public Contract Review Board and reconvene as the Board of County Commissioners)*

**AGING SERVICES DIVISION**

- R-3 *Budget Modification ASD #1 Requesting Authorization to Add \$11,000 in Funds from the State of Oregon, for the "Never Too Late" Drug and Alcohol Grant for Elderly Clients Dealing with Drug and Alcohol Related Illness*

**UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER SALTZMAN, IT WAS UNANIMOUSLY APPROVED TO POSTPONE ITEMS R-3 AND R-4 TO A TIME CERTAIN OF THURSDAY, DECEMBER 22, 1994.**

- R-4 *Budget Modification ASD #2 Requesting Authorization to Add \$30,000 in Funds from the University of Minnesota, for a Client Values Assessment Project*

**POSTPONED UNTIL THURSDAY, DECEMBER 22, 1994.**

**NON-DEPARTMENTAL**

- R-5 *Request for Approval of a Notice of Intent to Apply for Grants and Sponsorships to Support Public Education on Personal Preparedness for Emergencies through the Development and Implementation of a Community Signboard Project*

**COMMISSIONER KELLEY MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF R-5. JOY TUMBAGA EXPLANATION. NOTICE OF INTENT WAS UNANIMOUSLY APPROVED.**

- R-6 *Second Reading and Possible Adoption of a Proposed ORDINANCE Adjusting Exempt Employee Wages and Benefits in Order to Carry Out Measure 8, and to Equalize Benefits for Exempt and Non-Exempt Employees; Repealing Certain Provisions in Ordinance 740 Relating to Pension Benefits, Increasing Salaries and Salary Ranges for Exempt Employees, and Declaring an Emergency*

**PROPOSED ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER COLLIER MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF THE SECOND READING AND ADOPTION. NO ONE WISHED TO TESTIFY. ORDINANCE NO. 808 APPROVED, WITH COMMISSIONERS COLLIER, HANSEN AND STEIN VOTING AYE, AND COMMISSIONERS KELLEY AND SALTZMAN VOTING NO.**

**PUBLIC COMMENT**

- R-7 *Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.*

**NONE.**

*There being no further business, the meeting was adjourned at 9:40 a.m.*

**OFFICE OF THE BOARD CLERK  
of MULTNOMAH COUNTY, OREGON**

  
Carrie A. Parkerson

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*Thursday, December 15, 1994 - 11:30 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

- B-3 *Presentation and Briefing on Audit, "Corrections Overtime: Improve Scheduling Practices," Released 12/2/94. Presented by Gary Blackmer.*

**GARY BLACKMER PRESENTATION AND RESPONSE TO BOARD QUESTIONS. SHERIFF JOHN BUNNELL AND CHIEF DEPUTY TOM SLYTER THANKED AUDITOR AND STAFF FOR ALL WORK DONE TO PREPARE THIS AUDIT AND RESPONDED TO RECOMMENDATIONS OF THE AUDIT.**

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Friday, December 16, 1994 - 9:00 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

**WORK SESSION**

**WS-3 Board and Managers Discussion on the 1994-95 Mid-Year Performance Report; Review Status of Current Year Action Plans and Key Results Measures; and Updates on 3-6 High Priority Action Plans, for the Following:**

9:00 - 10:00 Aging Services Division

**JIM McCONNELL, CARLA GOLDING, SUE YOUNG AND  
JEAN DeMASTER PRESENTATION AND RESPONSE TO  
BOARD QUESTIONS.**

10:00 - 12:00 Sheriff's Office

**THIS SESSION TO BE RESCHEDULED TO A LATER  
DATE DUE TO THE FOLLOWING SPECIAL MEETING.**

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Friday, December 16, 1994 - 10:30 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

**SPECIAL MEETING**

Judge John Mabrey, Wasco County Board of Commissioners, convened the meeting via teleconference at 10:30 a.m., with Multnomah County Chair Beverly Stein, Vice-Chair Tanya Collier, and Commissioners Sharron Kelley, Gary Hansen and Dan Saltzman; along with Baker County Judge Steve Bogart, Commissioners Gerald Conrad and Truscott Irby; Clackamas County Commissioners Ed Lindquist, Judie Hammerstad, and Darlene Hooley; Crook County Judge Fred Rodgers, Commissioners Ted Comini and Mike McCabe; Gilliam County Judge Laura Pryor, Commissioners Alan Anderson and Frank Bettencourt; Grant County Judge Kevin Campbell, Commissioners Sondra Lino and Robert Kimberling; Hood River County Commissioners Jerry Routson, John Arens, Allen Moore, R. Kent Rosemont and Beverly Rowland; Morrow County Judge Louis Carlson, Commissioners Raymond French and Donald McElligott; Sherman County Commissioners Robert Boynton and John Schadewitz; Wasco County Commissioners C.E. Filbin and Scott McKay; and Wheeler County Judge Jeanne Burch, Commissioner William Potter present.

**S-1 The Multnomah County Board of Commissioners Will Meet Via Teleconference With the Boards and Courts of Baker, Clackamas, Crook, Gilliam, Grant, Hood River, Morrow, Sherman, Wasco and Wheeler Counties, for the Purpose of Filling the Vacancy in the 68th Oregon Legislative Assembly, State Senate District 28.**

The Nominees Chosen by the Republican Precinct Committee of Senate District 28 are as Follows:

Lawrence F. Lear  
Wilbert L. Sullens  
Rodger Van Zanten  
Gregory Paul Walden

Judge John Mabrey, Wasco County Board of Commissioners, Will be Chairing the Joint Meeting from Cousin's Restaurant in The Dalles. Interested Persons May Listen to the Meeting in Room 602 of the Multnomah County Courthouse.

**JUDGE JOHN MABREY OUTLINED THE PROCEDURE ORDER FOR TODAY, ADVISING THAT THE BOARDS AND COURTS WOULD START BY HEARING THE NOMINEES PRESENTATIONS FIRST; FOLLOWED BY A ROLL CALL VOICE VOTE, WITH ONLY THOSE JUDGES AND COMMISSIONERS PRESENT ALLOWED TO CAST THEIR ALLOTTED VOTES AS DETERMINED BY THE STATE OF OREGON ELECTIONS DIVISION; IF NOT PRESENT VOTES ALLOTTED FOR THAT PERSON WILL NOT BE COUNTED.**

**JUDGE MABREY READ STATEMENT FOR ROGER VAN ZANTEN, WHO WAS NOT PRESENT. LAWRENCE F. LEAR, NOT PRESENT AND NO STATEMENT MADE. WILBERT L. SULLENS AND GREGORY PAUL WALDEN MADE PRESENTATIONS ON THEIR OWN BEHALF.**

**FOLLOWING NOMINEE STATEMENTS, A ROLL CALL VOICE VOTE WAS TAKEN, WITH OFFICIAL TABULATION COMPLETED BY WASCO COUNTY CLERK/CHIEF ELECTIONS OFFICER KAREN LeBRETON. THE FOLLOWING VOTES WERE CAST:**

<b>JOHN MABREY</b>	<b>GREG WALDEN</b>	<b>4 VOTES</b>
<b>STEVE BOGART</b>	<b>WILL SULLENS</b>	<b>3 1/3 VOTES</b>
<b>GERALD CONRAD</b>	<b>WILL SULLENS</b>	<b>3 1/3 VOTES</b>
<b>TRUSCOTT IRBY</b>	<b>WILL SULLENS</b>	<b>3 1/3 VOTES</b>
<b>ED LINDQUIST</b>	<b>GREG WALDEN</b>	<b>1 2/3 VOTES</b>
<b>JUDIE HAMMERSTAD</b>	<b>GREG WALDEN</b>	<b>1 2/3 VOTES</b>
<b>DARLENE HOOLEY</b>	<b>GREG WALDEN</b>	<b>1 2/3 VOTES</b>
<b>FRED RODGERS</b>	<b>GREG WALDEN</b>	<b>3 VOTES</b>
<b>TED COMINI</b>	<b>GREG WALDEN</b>	<b>3 VOTES</b>
<b>MIKE McCABE</b>	<b>GREG WALDEN</b>	<b>3 VOTES</b>
<b>LAURA PRYOR</b>	<b>GREG WALDEN</b>	<b>1/3 VOTES</b>
<b>ALAN ANDERSON</b>	<b>GREG WALDEN</b>	<b>1/3 VOTES</b>

<b>FRANK BETTENCOURT</b>	<b>WILL SULLENS</b>	<b>1/3 VOTES</b>
<b>KEVIN CAMPBELL</b>	<b>GREG WALDEN</b>	<b>1 2/3 VOTES</b>
<b>SONDRA LINO</b>	<b>GREG WALDEN</b>	<b>1 2/3 VOTES</b>
<b>ROBERT KIMBERLING</b>	<b>WILL SULLENS</b>	<b>1 2/3 VOTES</b>
<b>JERRY ROUTSON</b>	<b>GREG WALDEN</b>	<b>2 VOTES</b>
<b>JOHN ARENS</b>	<b>GREG WALDEN</b>	<b>2 VOTES</b>
<b>ALLEN MOORE</b>	<b>GREG WALDEN</b>	<b>2 VOTES</b>
<b>R. KENT ROSEMONT</b>	<b>GREG WALDEN</b>	<b>2 VOTES</b>
<b>BEVERLY ROWLAND</b>	<b>GREG WALDEN</b>	<b>2 VOTES</b>
<b>LOUIS CARLSON</b>	<b>GREG WALDEN</b>	<b>2/3 VOTE</b>
<b>RAYMOND FRENCH</b>	<b>GREG WALDEN</b>	<b>2/3 VOTE</b>
<b>DONALD McELLIGOTT</b>	<b>GREG WALDEN</b>	<b>2/3 VOTE</b>
<b>BEVERLY STEIN</b>	<b>GREG WALDEN</b>	<b>1 VOTE</b>
<b>DAN SALTZMAN</b>	<b>GREG WALDEN</b>	<b>1 VOTE</b>
<b>GARY HANSEN</b>	<b>GREG WALDEN</b>	<b>1 VOTE</b>
<b>TANYA COLLIER</b>	<b>GREG WALDEN</b>	<b>1 VOTE</b>
<b>SHARRON KELLEY</b>	<b>GREG WALDEN</b>	<b>1 VOTE</b>
<b>MIKE McARTHUR</b>	<b>GREG WALDEN</b>	<b>1/3 VOTE</b>
<b>ROBERT BOYNTON</b>	<b>GREG WALDEN</b>	<b>1/3 VOTE</b>
<b>JOHN SCHADEWITZ</b>	<b>GREG WALDEN</b>	<b>1/3 VOTE</b>
<b>C.E. FILBIN</b>	<b>GREG WALDEN</b>	<b>4 VOTES</b>
<b>SCOTT McKAY</b>	<b>GREG WALDEN</b>	<b>4 VOTES</b>
<b>JEANNE BURCH</b>	<b>GREG WALDEN</b>	<b>1/3 VOTE</b>
<b>H. JOHN ASHER</b>	<b>NOT PRESENT</b>	<b>NO VOTE</b>
<b>WILLIAM POTTER</b>	<b>GREG WALDEN</b>	<b>1/3 VOTE</b>

**FOLLOWING VOICE VOTE AND TABULATION, KAREN LeBRETON ANNOUNCED THAT GREG WALDEN RECEIVED 48-2/3 VOTES AND WILL SULLENS RECEIVED 12 VOTES.**

**IN ACCORD WITH PROCEDURES ESTABLISHED BY THE SECRETARY OF STATE, THE BOARDS OF COUNTY COMMISSIONERS OF BAKER, CLACKAMAS, CROOK, GILLIAM, GRANT, HOOD RIVER, MORROW, MULTNOMAH, SHERMAN, WASCO AND WHEELER COUNTIES AND THE COUNTY COURT OF WASCO COUNTY VOTED TO APPOINT (NOMINEE) GREGORY PAUL WALDEN TO FILL THE VACANCY IN THE LEGISLATIVE ASSEMBLY, STATE SENATE DISTRICT 28, HAVING RECEIVED THE HIGHEST NUMBER OF VOTES. THIS APPOINTMENT WAS UNANIMOUSLY APPROVED.**

**GREG WALDEN PRESENTED ACCEPTANCE STATEMENT AND THANKED ALL FOR THE APPOINTMENT.**

*There being no further business, the meeting was adjourned at 11:08 a.m.*

**OFFICE OF THE BOARD CLERK  
of MULTNOMAH COUNTY, OREGON**

  
Carrie A. Parkerson



BOARD OF  
COUNTY COMMISSIONERS

DAN SALTZMAN, Multnomah County Commissioner, District One

1120 S.W. Fifth Avenue, Suite 1500 • Portland, Oregon 97204 • (503) 248-5220 • FAX (503) 248-5440

M E M O R A N D U M

TO: Clerk of the Board  
Board of County Commissioners

FROM: Phyllis Phillips, Commissioner Saltzman's Office

RE: Absence from BCC Work Session

DATE: December 14, 1994

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Dan will not be in the Work Session this morning. His is not feeling well.

DRS:pjp

BOARD OF  
COUNTY COMMISSIONERS  
1994 DEC 14 AM 8 36  
MULTNOMAH COUNTY  
OREGON



# MULTNOMAH COUNTY OREGON

OFFICE OF THE BOARD CLERK  
SUITE 1510, PORTLAND BUILDING  
1120 S.W. FIFTH AVENUE  
PORTLAND, OREGON 97204

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
CLERK'S OFFICE •	248-3277	• 248-5222

## AGENDA

### MEETINGS OF THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS

#### FOR THE WEEK OF

#### DECEMBER 12, 1994 - DECEMBER 16, 1994

*Tuesday, December 13, 1994 - 9:00 AM - Work Session . . . . . Page 2*

*Tuesday, December 13, 1994 - 1:30 PM - Board Briefings . . . . . Page 2*

*Wednesday, December 14, 1994 - 9:00 AM - Work Session . . . . . Page 2*

*Thursday, December 15, 1994 - 9:30 AM - Regular Meeting . . . . . Page 3*

*Thursday, December 15, 1994 - 11:30 AM - Board Briefing . . . . . Page 4*

*Friday, December 16, 1994 - 9:00 AM - Work Session . . . . . Page 4*

*Thursday Meetings of the Multnomah County Board of Commissioners are taped and can be seen by Paragon Cable subscribers at the following times:*

*Thursday, 6:00 PM, Channel 30*  
*Friday, 10:00 PM, Channel 30*  
*Saturday, 12:30 PM, Channel 30*  
*Sunday, 1:00 PM, Channel 30*

**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.**

*Tuesday, December 13, 1994 - 9:00 AM*

*Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

**WORK SESSION**

*WS-1 Board and Managers Discussion on the 1994-95 Mid-Year Performance Report; Review Status of Current Year Action Plans and Key Results Measures; and Updates on 3-6 High Priority Action Plans, for the Following:*

<i>9:00 - 10:30</i>	<i>Health Department</i>
<i>10:30 - 12:00</i>	<i>Department of Community Corrections</i>

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*Tuesday, December 13, 1994 - 1:30 PM*

*Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

**BOARD BRIEFINGS**

*B-1 Presentation and Discussion of the Oregon Health Plan Implementation and Managed Care Update. Presented by Lorenzo Poe, Howard Klink and Elleen Deck. 1 HOUR REQUESTED.*

*B-2 Presentation and Discussion on the Department of Community Corrections Plan to Participate in a Partnership with the Buckman Neighborhood Association. Presented by Tamara Holden, Michael Haines and Kevin Criswell. 20 MINUTES REQUESTED.*

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*Wednesday, December 14, 1994 - 9:00 AM*

*Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

**WORK SESSION**

*WS-2 Board and Managers Discussion on the 1994-95 Mid Year Performance Report; Review Status of Current Year Action Plans and Key Results Measures; and Updates on 3-6 High Priority Action Plans, for the Following:*

<i>9:00 - 11:30</i>	<i>Department of Environmental Services</i>
<i>11:30 - 12:00</i>	<i>Citizen Involvement Committee</i>

Thursday, December 15, 1994 - 9:30 AM

Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

**REGULAR MEETING**

**CONSENT CALENDAR**

**DEPARTMENT OF HEALTH**

- C-1      *Ratification of an Intergovernmental Revenue Agreement, Contract #201245, between Multnomah County Health Department and the Municipality of Anchorage, Alaska to Reimburse the County for Testing the County's Health Information System Software, Effective Upon Execution through December 31, 1995*

**REGULAR AGENDA**

**NON-DEPARTMENTAL**

- R-1      *PROCLAMATION in the Matter of Honoring those Employers who Provide Employment for Individuals with Developmental Disabilities and Recognizing the Contribution that They Make to the Community*

**PUBLIC CONTRACT REVIEW BOARD**

*(Recess as the Board of County Commissioners and convene as the Public Contract Review Board)*

- R-2      *Second Reading and Possible Adoption of a Proposed ORDINANCE Adopting Rules of the Multnomah County Public Contract Review Board*

*(Recess as the Public Contract Review Board and reconvene as the Board of County Commissioners)*

**AGING SERVICES DIVISION**

- R-3      *Budget Modification ASD #1 Requesting Authorization to Add \$11,000 in Funds from the State of Oregon, for the "Never Too Late" Drug and Alcohol Grant for Elderly Clients Dealing with Drug and Alcohol Related Illness*

- R-4      *Budget Modification ASD #2 Requesting Authorization to Add \$30,000 in Funds from the University of Minnesota, for a Client Values Assessment Project*

**NON-DEPARTMENTAL**

- R-5      *Request for Approval of a Notice of Intent to Apply for Grants and Sponsorships to Support Public Education on Personal Preparedness for Emergencies through the Development and Implementation of a Community Signboard Project*
- R-6      *Second Reading and Possible Adoption of a Proposed ORDINANCE Adjusting Exempt Employee Wages and Benefits in Order to Carry Out Measure 8, and to Equalize Benefits for Exempt and Non-Exempt Employees; Repealing Certain Provisions in Ordinance 740 Relating to Pension Benefits, Increasing Salaries and Salary Ranges for Exempt Employees, and Declaring an Emergency*

**PUBLIC COMMENT**

- R-7      *Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.*

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*Thursday, December 15, 1994 - 11:30 AM*

*Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

- B-3      *Presentation and Briefing on Audit, "Corrections Overtime: Improve Scheduling Practices," Released 12/2/94. Presented by Gary Blackmer. 11:30 TIME CERTAIN, 45 MINUTES REQUESTED.*

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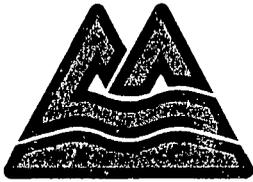
*Friday, December 16, 1994 - 9:00 AM*

*Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

**WORK SESSION**

- WS-3      *Board and Managers Discussion on the 1994-95 Mid-Year Performance Report; Review Status of Current Year Action Plans and Key Results Measures; and Updates on 3-6 High Priority Action Plans, for the Following:*

*9:00 - 10:00      Aging Services Division  
10:00 - 12:00      Sheriff's Office*



# MULTNOMAH COUNTY OREGON

OFFICE OF THE BOARD CLERK  
SUITE 1510, PORTLAND BUILDING  
1120 S.W. FIFTH AVENUE  
PORTLAND, OREGON 97204

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  
CLERK'S OFFICE • 248-3277 • 248-5222

## SUPPLEMENTAL AGENDA

*Friday, December 16, 1994 - 10:30 AM*

*Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

### SPECIAL MEETING

*S-1 The Multnomah County Board of Commissioners Will Meet Via Teleconference With the Boards and Courts of Baker, Clackamas, Crook, Gilliam, Grant, Hood River, Morrow, Sherman, Wasco and Wheeler Counties, for the Purpose of Filling the Vacancy in the 68th Oregon Legislative Assembly, State Senate District 28. The Nominees Chosen by the Republican Precinct Committee of Senate District 28 are as Follows:*

*Lawrence F. Lear  
Wilbert L. Sullens  
Rodger Van Zanten  
Gregory Paul Walden*

*Judge John Mabrey, Wasco County Board of Commissioners, Will be Chairing the Joint Meeting from Cousin's Restaurant in The Dalles. Interested Persons May Listen to the Meeting in Room 602 of the Multnomah County Courthouse.*

MEETING DATE: DECEMBER 14, 1994

AGENDA NO: WS-2

(Above Space for Board Clerk's Use ONLY)

**AGENDA PLACEMENT FORM**

SUBJECT: MID-YEAR PERFORMANCE REVIEW WORK SESSION

BOARD BRIEFING Date Requested: WEDNESDAY, DECEMBER 14, 1994

Amount of Time Needed: 9:00 AM TO 12:00 PM

REGULAR MEETING: Date Requested: \_\_\_\_\_

Amount of Time Needed: \_\_\_\_\_

DEPARTMENT: NON-DEPARTMENTAL DIVISION: CHAIR BEVERLY STEIN

CONTACT: MEGANNE STEELE TELEPHONE #: 248-3961  
BLDG/ROOM #: 106/1410

PERSON(S) MAKING PRESENTATION: CHAIR BEVERLY STEIN, MANAGERS

**ACTION REQUESTED:**

INFORMATIONAL ONLY     POLICY DIRECTION     APPROVAL     OTHER

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

BOARD AND MANAGERS DISCUSSION ON THE 1994-95 MID-YEAR PERFORMANCE REPORT; REVIEW STATUS OF CURRENT YEAR ACTION PLANS AND KEY RESULTS MEASURES; AND UPDATES ON 3-6 HIGH PRIORITY ACTION PLANS, FOR THE FOLLOWING:

9:00 - 11:30 DEPARTMENT OF ENVIRONMENTAL SERVICES  
11:30 - 12:00 CITIZEN INVOLVEMENT COMMITTEE

BOARD OF  
COUNTY COMMISSIONERS  
MULTNOMAH COUNTY  
OREGON  
1994 NOV 18 AM 11:21

**SIGNATURES REQUIRED:**

ELECTED OFFICIAL: *Beverly Stein*

OR

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

**ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES**

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

Multnomah County Board of Commissioners  
1994-95 Mid-Year Performance Review Worksession

**ENVIRONMENTAL SERVICES**

Wednesday, December 14  
9:00 - 11:30

Agenda

- |      |  |                |
|------|--|----------------|
| I.   | Department Overview                                    | 9:00 - 9:15    |
| II.  | Updates on Key Action Plans                            | 9:15 - 10:30   |
| ✓a.  | Tax Title<br>[ page 37, #1]                            | Betsy Williams |
| ✓b.  | Strategic Space Plan<br>[ page 37, #2]                 | Betsy Williams |
| ✓c.  | Information Systems Strategic Plan<br>[ page 37, # 3 ] | Janice Druian  |
| ✓d.  | East County Roads<br>[ page 42, #1]                    | Larry Nicholas |
| ✓e.  | Animal Control Study<br>[ page 40 , #1]                | Dave Flagler   |
| ✓f.  | Rural Area Plans<br>[ page 38, #2 ]                    | Scott Pemble   |
| ✓g.  | DES Diversity Efforts<br>[ page 37, # 7 ]              | Mike Oswald    |
| III. | Questions & Answers                                    | 10:30 - 11:30  |

\* these page numbers refer to the Performance Report document

Multnomah County Board of Commissioners  
1994-95 Mid-Year Performance Review Worksession

**CITIZENS' INVOLVEMENT COMMITTEE**

Wednesday, December 14  
11:30 - 12:00

**Agenda**

- |     |                     |               |            |
|-----|---------------------|---------------|------------|
| I.  | Program Overview    | 11:30 - 11:45 | John Legry |
| II. | Questions & Answers | 11:45 - 12:00 |            |

*Work Session  
12-14-94  
Handout #1  
WS-2*

# ***CITIZEN INVOLVEMENT COMMITTEE Multnomah County, Oregon***



## ***Annual Report FY 1993 - 94***

**Our mission: to inform residents of Multnomah County of their opportunities and rights in the decision-making process of all aspects of county government; to create meaningful citizen involvement opportunities; and, to integrate citizens effectively into the decision-making process of their county government. CIC was created by vote of the people in 1984.**

# Citizen Involvement Committee (CIC)

## CIC MEMBERSHIP ROSTER FY1993-94

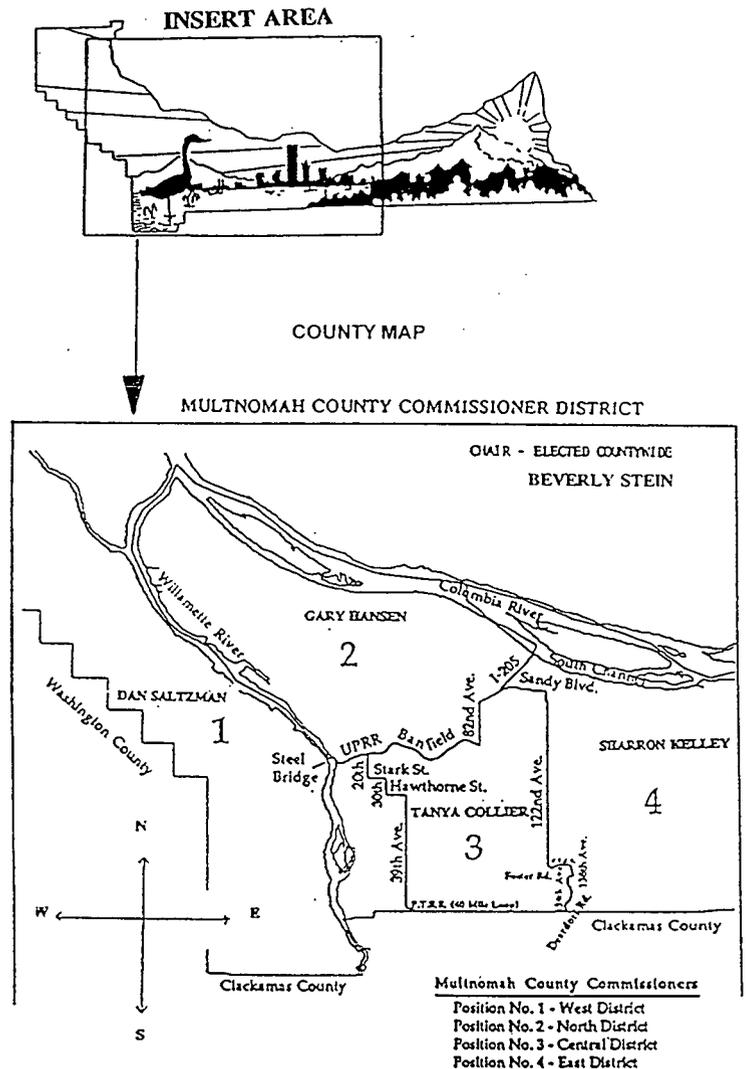
<u>MEMBER</u>	<u>REPRESENTING</u>
Joy Al-Sofi	Dist. 3
Al Armstrong	Dist. 2
Bill Basiliko	Dist. 4
Robin Bloomgarden	Dist. 3
Margaret Boyles	Dist. 3
Pat Bozanich	Dist. 2
Gail Cerveny	Dist. 4
Katherine Cheney	Dist. 1
Michael Dehner	Dist. 1
Kay Durtschi	Dist. 1
Steve Fulmer	At-Large
Jane Gordon	At-Large
Bruce Greene	At-Large
Judy Hadley	Dist. 1
Winzel Hamilton	At-Large
Derry Jackson	Dist. 2
Don MacGillivray	Dist. 1
Angel Olsen	Dist. 4
Jack Pessia	At-Large
Jim Regan	At-Large
Kathleen Todd	Dist. 2
Nancy Wilson	Dist. 4
Mike Zollitsch	Dist. 2

### OFFICERS, FY1993-94

Derry Jackson, Chair  
 Angel Olsen, Vice-chair  
 Robin Bloomgarden, Secretary  
 Don McGillivray, Treasurer

### OFFICERS-ELECT, FY1994-95

Derry Jackson, Chair  
 Jim Regan, vice-chair  
 Bruce Greene, Secretary  
 Don MacGillivray, Treasurer



### STAFF

Gloria Fisher - Staff Assistant  
 John Legry - Executive Director  
 Carol Ward - Legislative/Administrative Secretary

### OFFICE OF CITIZEN INVOLVEMENT

Multnomah County Citizen Involvement Committee  
 2115 S.E. Morrison, #215  
 Portland, Oregon 97214  
 (503) 248-3450; FAX: 248-3048

**October 20, 1994**

**The Honorable Beverly Stein, Chair  
and, Board of County Commissioners,  
Multnomah County, Oregon**

**Dear Chair Stein and Commissioners:**

**The Citizen Involvement Committee (CIC) submits this annual report for the fiscal year 1993-4 in accordance with Ordinance #664.**

**Our report hopefully demonstrates that CIC continues to provide the county's citizens with reliable information and viable access to their county's government services and decision-making processes.**

**Thank you and the Board for your on-going support as we work to fulfill our charter role to advocate for and create true citizen involvement in all phases of county government.**

**Sincerely,**

**Derry Jackson, Chair  
Citizen Involvement Committee**

**CC: CIC  
PUBLIC LIST**

**ANNUAL REPORT**  
**Citizen Involvement Committee**  
**Fiscal Year 1993-94**

**EXECUTIVE SUMMARY**

**This Annual Report is submitted in accordance with Multnomah county Ordinance #664 which requires the Citizen Involvement Committee (CIC) to report twice per fiscal year to the citizens of Multnomah County and the Chair and Board of County Commissioners on work-in-progress, accomplishments, etc. of the CIC and the Office of Citizen Involvement.**

The CIC conducts an assertive program in fulfillment of its charter mission to:

- \* **Inform** the residents of Multnomah County of their rights and opportunities in the decision-making processes of their county government;
- \* **Create** opportunities for meaningful citizen involvement; and,
- \* **Integrate** residents into all decision-making aspects of county government.

The CIC does not involve itself with the merits of issues, but rather with the merit of the processes which shape the issues. Membership is diverse in all respects. Five of the twenty-five CIC members come from each of the four districts of the county, representing neighborhood associations, district neighborhood coalitions, or community groups, and five represent at-large boards, commissions, and non-profit groups in the county. All CIC members are volunteers nominated by their respective organizations and appointed by the Board of County Commissioners for a two-year term, with a two-term limit on service.

To accomplish its mission, the CIC annually: conducts public forums; nominates participants to county boards and commissions; coordinates the Citizen Budget Advisory Committee (CBAC) program; produces and distributes both regular and special publications; participates in local and regional citizen involvement activities, such as, the Regional Institute for Citizen Participation (RICP) and the Metro Committee for Citizen Involvement (MCCI); and, facilitates the Multnomah County Volunteer Awards.

In fiscal year 1993-94, the CIC also examined its own shop for efficiencies and economies; developed the basis for performance measures for the organization; made presentations to high school, business groups, and service providers; and continued to work toward linkages with all existing citizen participation organizations in the local area.

**Individuals wishing to contact or join the CIC may call 248-3450, or write: 2115 S.E. Morrison, Rm 215, Portland, Oregon 97214.**

## **HIGHLIGHTS**

### **Forums:**

**CANDIDATE'S DEBATE.** The CIC sponsored a candidate debate held at Tabor Heights United Methodist Church between candidates for Chair of the County Commission: Beverly Stein and Vern Cook. The event was well-attended and well-received by both citizens and candidates.

**CITIZENS' CONVENTION.** Per Ordinance #757, the CIC facilitated the final report of the Citizens' Convention to the Board on January 6. This activity represented **extra**, uncompensated work for CIC in addition to its own workplan, but was deemed appropriate to CIC's charter mission to inform and involve citizens in government decision-making. **The recommendations of and Board of County Commissioner responses to the Convention are available from CIC in report format by calling 248-3450.**

**SALES TAX DEBATE.** The CIC held a public forum on the Sales Tax Ballot Measure with Jim Scherzenger from the Legislative Revenue Office to provide information and Jan Wyers and Shirley Gold presenting opposite sides of the issue and audience participation. The debate hosted approximately 75 people.

**METRO "KITCHEN TABLE TALKS."** In a nearly invisible election, CIC cooperated with MCTV to produce a cablecast of citizen discussion with the four Metro Executive candidates, Mike Burton, Bonnie Hays, Mike Ragsdale, and Ken Gervais, for the benefit of Multnomah County's citizens. **Metro deserves more public attention.**

**BENCHMARKS PRESENTATION.** The CIC included a **BALLOT** in the Conduit newsletter, facilitated a live cablecast on the county's Benchmark process (in cooperation with the Chair's Office, Board of Commissioners, and Multnomah Cable). Citizens were included in the townhall style event and live call-ins were taken. This cablecast marked the only general participation presentation on the Benchmark process and should be considered as one model for future activity.

**COMMUNITY "STRENGTHS" MEETINGS.** Cooperating with Jo Anne Allen and the Chair's Office, CIC provided facilitators to assist the county's process for identifying existing community "strengths" as part of a positive approach to targeting and coordinating community resources and county services. It should be noted that many county service providers participated in these meetings, a factor which should be weighed in evaluating the community participation in the results obtained.

### Advisory Committee Nominations:

**METRO CITIZEN ADVISORY COMMITTEE (CAC) FOR LIGHT RAIL.** The CC nominated Mr. Winzel Hamilton for the Eastside light rail CAC. Mr. Hamilton is Multnomah County's only representative.

**TECHNICAL REVIEW COMMITTEE, AFFORDABLE HOUSING DEVELOPMENT PROGRAM.** The CIC nominated Ms Teri Duffy to the TRC and she was subsequently appointed to the committee.

**METRO CCI RECRUITMENT/NOMINATION.** Multnomah County Citizen Involvement Committee is the nominating body for appointments to the Metro Citizen Involvement Committee per Metro CCI Bylaws. The CIC participated in three nomination rounds during FY93-4, including selection of primary members and alternates.

### Citizen Budget Advisory Committees (CBACs):

This year's County budgeting process added complexity to the operations of all Citizen Budget Advisory Committees (CBACs). In April 1994, the Central CBAC published a comprehensive text which includes many of the items listed below, and each Citizen Budget Advisory Committee departmental report. **Please call the CIC office, 248-3450, to request a copy of this detailed publication that represents citizen involvement and participation in budget advisory issues.**

With continued support from the Board of County Commissioners, citizens can be assured that their voice in budget matters will continue to be part of the budget process of Multnomah County.

**PERFORMANCE MEASUREMENTS/KEY INDICATOR REVIEW.** Tremendous effort was put forth by CBACs to work through the Program Performance Budgeting tasks, including: review of key result indicators for county service activities; and, help in creating mission statements, goals, objectives and vision statements for County service programs.

**BUDGET MEETINGS WITH COMMISSION CHAIR.** CBAC members participated with the Chair, the budget staff, and department staff in reviewing department budget requests to assist the development of the Chair's Proposed Budget.

**CENTRAL CBAC BUDGET RECOMMENDATIONS AND BOARD HEARING BUDGET PARTICIPATION.** In two days, the Central CBAC reviewed all department CBAC recommendations and acted to create its first budget "Add Package" List of Priorities which was presented to the Board of County Commissioners. Later, CBAC participants attended individual budget hearings to participate in budget presentations. The Chair acknowledged this work as beneficial to the process and commended the individual CBAC participants.

**DEDICATED FUND REVIEW.** Funds reviewed included Non-departmental, Health Department and Department of Libraries. CBAC members participated by interviewing department staff and managers. CBAC members then developed preliminary recommendations that were reviewed and adopted by the Central CBAC.

**REVIEW WITH AUDITOR.** The Central CBAC discussed on-going audits, programs to be audited, and the audit schedules for the coming year with the County Auditor. This effort helps citizens to better understand problems the auditor may have uncovered and to be better prepared for departmental reviews and discussion at the Central level. This year, the Central CBAC was able to review in detail, the effects of drug use on the county's service resources. The review emphasized measurement and management of the numerous drug counseling programs. A new Diversion pilot program was also reviewed in this effort.

**METRO CCI SUPPORT.** Gave Technical Advice to the Metro Committee for Citizen Involvement (MCCI) at request, to help create formal citizen budget involvement at Metro.

**CONTINUED ORDINANCE CLARIFICATION.** Changes in County structure created a need to amend Ordinance #695. The amendments will incorporate modifications in the District Attorney, Community and Family Services, Juvenile Justice, Aging Services, Health Services, and Support Services areas for adoption in FY94-5.

**MEMBER PARTICIPATION.** Three CBAC members participated as CBAC Representatives on special county committees. Ben Kasabuchi, DES CBAC, and Bob Jones, DA CBAC, served on the Portland/Multnomah Task Force on Support Services Consolidation. Ben Kasabuchi and Jane Gordon, CFS CBAC, served on the hiring/screening committees for Employee Services.

#### **Needs and Visions Committee:**

**NEEDS AND VISIONS.** This committee dealt with three priority issues:

- \* **Performance Measures for CIC.** Performance Measures were developed by CIC, approved by the Non-Departmental CBAC, and adopted by the Board of County Commissioners for the FY94-5 Budget. These measures are:
  1. Percent of respondents reporting positive use of CIC's publications to learn about, influence, or initiate county activities and/or services.
  2. Percent of participants who report positive experiences working in CIC programs or projects.

[Note: Use Surveys in FY94-5 will establish "base" percent of use, which will be used to measure performance in following years].

The CIC also plans to expand its information program, produce more public forums, and increase the number of citizen participants in FY94-5.

- \* **Volunteer Application Form ("Volunteer Interest Form")** CIC recognizes that the personal goals of individuals who volunteer is often overshadowed by the goals of the organization. Furthermore, individual goals can motivate increased and prolonged participation. Therefore, it is critical to know and understand what motivates each volunteer. Since most organizations require specific skills for its projects, knowing who can do what helps to place the right people in the right places, and the application process is the logical place to solicit and record individual ambitions and skills.

The committee developed a draft of a volunteer interest form which was reviewed by the full CIC. The form was returned to the committee for further work, suggesting exploration of a two-stage strategy: a) basic information - name, phone number, etc.; and, b) skills and expectations - to be completed at time of appointment to assist placement and to develop a skills bank for reference.

An electronic database will be developed from the interest form. The database will allow coordinated recruitment to other boards and commissions, as well as, to CIC and its committees. An obvious benefit is to establish and maintain a list of individuals willing to volunteer specific skills to match county needs and promote a higher level of volunteer satisfaction.

- \* **Participation Rates.** The success of any volunteer effort relies on the actual participation of volunteers. It is important to make volunteerism accessible to citizens. A poll of current CIC members and CBAC members has been designed to obtain feedback on attendance/motivation which will be used to restructure operations to encourage optimum participation. The information obtained will be shared with other citizen participation organizations as soon as it is available. The committee completed its year with a draft of the survey form. This effort will continue in FY94-5.

#### **Office Practices Review Committee:**

In accordance with Article 3, Section 5 of the CIC Bylaws, CIC reviewed its office practices for efficiency and economy. The Office Practices Review Committee examined telephone coverage, electronic data processing and equipment needs, and office procedures.

**Telephones:** In November, 1993, CIC replaced its ancient phone recorder with a new answering device. Phone coverage was monitored for four months following replacement. All complaints concerning coverage ceased with addition of the new device.

**Electronics:** Equipment was reviewed and upgraded using surplus items on property transfer. The system has been further reviewed for fax capability, speed upgrades, and expansion capabilities. All office electronic equipment was coordinated according to need and functional area.

**Office Procedures:** CIC has developed an Office Practices Manual for areas not covered within the County's existing Administrative Procedures. This document will serve to standardize practices and as a tool for training employees and volunteers. The study emphasized improvement of communications staff-to-staff and staff-to-committee. The committee thanks the County Auditor for providing valuable information to guide this review.

### **Interjurisdictional Activity:**

#### **OFFICE OF NEIGHBORHOOD ASSOCIATIONS (ONA) - City of PORTLAND.**

The CIC held discussions with Portland's Office of Neighborhood Associations to identify possible areas of cooperation and shared opportunities. This resulted in ONA participation in CIC's May 14 workshop identifying key needs in citizen participation in Multnomah County and its separate jurisdictions. This material is being used to develop CIC's five- and ten-year vision and workplans. CIC thanks Oregon State University Extension staff Greg Tillson and Wayne Sholl for facilitating this session.

**OREGON FISCAL CHOICES.** The CIC participated in the preliminary design discussion for the Oregon Fiscal Choices program developed by Oregon State University, granted to Bruce Webber by the Kellogg Foundation. The program is designed to inform a cadre of interested citizens in the fiscal choices facing the state in the near and foreseeable future, with the intent of developing a locally aware and educated group which can add balance, perspective, and reliable information to the fiscal discussions affecting our state. Teams have been identified and training will begin in Fall, 1994.

**REGIONAL INSTITUTE for CITIZEN PARTICIPATION (RICP).** There are two kinds of training needs related to citizens and government. The first instructs citizens in how best to access and use services. The second is grassroots leadership skills, such as, advocacy training, how to conduct an effective meeting, etc.

**Conceived and helped develop the RICP,** a newly formed alliance among Clackamas, Multnomah and Washington County Citizen Involvement Committees, Metro Citizen Involvement and OSU Extension Family and Community Leadership Training to provide a grassroots, regional, leadership training institute.

The first training session was held April 25, 1994. Sixty participants attended. The next session is scheduled for October 29, 1994 at Metro. CIC has established a trust account and agreed to serve as fiscal agent for the Institute for the foreseeable future. No public monies are involved, the program is entirely volunteer and participant supported.

**NACo ANNUAL CONFERENCE PARTICIPATION.** Executive Director attended NACo (National Assn. of Counties) Annual Conference in Chicago in July as speaker in two workshops, two roundtables, and planning participant in the National Volunteer Task Force. This activity encourages development of volunteer programs in all 3000 of the nation's counties. This effort was primarily funded through a Kellogg grant.

### CIC Publications:

**CONDUIT.** The CONDUIT was targeted to report news of county services, changes, plans, developments, citizen involvement opportunities for participation in county programs and departments. Three issues were distributed. Special articles included "Benchmarks" (with a Benchmark Ballot for citizen input). These results were given to the county for use in their process of developing Benchmark priorities and performance measures.

**CITIZENS INVOLVED NEWSLETTER.** The CIC produced and distributed 2500 copies each of four newsletters designed to network grassroots citizen participation organizations within Multnomah County. Issues contain neighborhood profiles, county board and commission news, citizen involvement openings in various local government bodies, news on the Metro Committee for Citizen Involvement (MCCI), and articles on the national and/or international citizen participation environment (from the grassroots view). This tool links citizen organizations outside of government.

[Note: To get on our mailing list for the Conduit or Citizens Involved, call 248-3450, or write: CIC, 2115 S.E. Morrison, #215, Portland, Oregon, 97214].

**COUNTY SERVICES DIRECTORY.** The CIC produced the Multnomah County Services Directory with a special supplement including the "Governments of Multnomah County" -listing the 44 government jurisdictions within the county. Department and division descriptions, board and commission listings, phone contact numbers, and a variety of other useful information is provided. CIC thanks Multnomah County Word Processing - Lori Baumgartner - for their assistance and efficiency; Chair Stein's Office - Delma Farrell - for Boards and Commissions information; and, Multnomah County Grange - Jack Adams - for "Governments..." Supplement. If you wish a copy of the Service Directory, please call 248-3450.

### Miscellaneous:

**GLADYS McCOY AWARD.** In order to recognize the significant contributions of an outstanding volunteer each year, the members of CIC initiated establishment of a special award. Entitled the Gladys McCoy Award, the honor will be presented to an individual who displays commitment to the community as exhibited by the late Honorable Gladys McCoy. The committee thanks the McCoy family for their assistance in developing this award.

The committee developed an award plaque, criteria, nomination form, and selection process. The plaque has been designed and produced as a perpetual trophy - each year the name of the recipient will be added to the roll.

CIC expects to present the first award at the 1995 Multnomah County Volunteer Awards Ceremony. CIC will ask the board of County Commissioners to place the plaque in the County Courthouse lobby where the public may view it year-round.

**1994 ANNUAL MULTNOMAH COUNTY VOLUNTEER AWARDS.** Timed to coincide with **National Volunteer Week**, CIC sponsored and facilitated the county's **Seventh Annual Volunteer Awards Presentation** on April 21. Chair Stein and the Board presented the year's awards to seventy-nine volunteers literally representing every area of county service from the Library to Animal Control, Sheriff's Office to Health Department. A reception followed the presentations and a "Special Edition" of Citizens Involved newsletter featured all seventy-nine volunteers.

**PRESENTATIONS.** Special presentations about the CIC were made at: Reynolds High School Local Government Class by CIC Chair Derry Jackson on January 18; the Gresham Chamber of Commerce Annual Leadership Workshop, March 30, and the Human Services Coalition of Oregon Annual Workshop, June 10 by CIC's Executive Director.

**MEETING FACILITATION.** CIC staff routinely prepare and facilitate an average of twelve (12) meetings per month for CBACs, CIC Subcommittees, Citizens' Convention, and CIC regular and Executive committees.

**INFORMATION & REFERRAL.** Information and Referral activity is relatively light, however, CIC staff handles approximately 100 short answer information calls per month.

**EXTERNAL MEETING ATTENDANCE.** CIC staff attend significant county meetings in order to remain informed (e.g., BCC Benchmark and department performance measure briefings; Portland/Multnomah County Progress Board; BCC general briefings; etc.).

## AFFIRMATIVE ACTION STATISTICS

**1992-3**

**CBACS**

**65 MEMBERS (8 Committees)**

11 African American  
3 Native American  
3 Hispanic American  
2 Asian American  
24 Women  
2 Disabled

**1993-4**

**CBACS**

**53 MEMBERS (7 Committees) \*\***

7 African American  
2 Native American  
2 Hispanic American  
5 Asian American  
22 Women  
1 Disabled

\* Does not include Library Advisory Board or Community Health Council.

**CIC**

**23 MEMBERS**

3 African American  
10 Women  
1 Disabled

**CIC**

**23 MEMBERS**

3 African American  
11 Women  
-----  
1 Native American

### VOLUNTEER CASH VALUE CONTRIBUTION

<u>Activity</u>	<u>Hours per year</u>	<u>Cash Value**</u>
CIC	720	\$18,000
Executive Committee	180	4,500
Outreach Committee	288	7,200
Needs Committee	48	1,200
Special Projects (Forums; Volunteer Awds; Training; Metro CCI)	399	9,975
<b>Subtotal:</b>	<u>1,635</u>	<u>\$40,875</u>
CBACS	2,875	71,875
Central CBAC	225	5,625
Training	90	2,250
<b>Subtotal:</b>	<u>3,190</u>	<u>\$79,750</u>
<b>Grand Total:</b>	<u><b>4,825</b></u>	<u><b>\$120,625</b></u>

\*\*There is no consistent amount used by counties nationally. Some use minimum wage only; some use \$10/hour, recommended by certain national organizations as the average value of volunteer replacement service; some attempt to develop a localized average; some attempt to ascertain the value of each volunteer's function and total such figures. CIC and CBAC work is predominantly Board level work. Salt Lake County uses \$50/hour for Board service. While the critical economic factor is the net benefit to the county government and its taxpayers, CIC estimates its Board member service at \$25/hour.



REPORT OF FINDINGS

MULTNOMAH COUNTY'S FACILITY MANAGEMENT  
SERVICES

FACILITIES AND PROPERTY MANAGEMENT DIVISION

DEPARTMENT OF ENVIRONMENTAL SERVICES

PREPARED BY JOAN L. GOFORTH

JULY 1994

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# FACILITIES MANAGEMENT SERVICES

## EXECUTIVE SUMMARY

### CUSTOMER SATISFACTION SURVEY 1993 and 1994

The Department of Environmental Services began in the spring of 1994 a process to determine customer satisfaction with the services that are provided. One area identified for systematic examination was Facilities Management. Facilities Management had begun the process a year earlier when they administered a comprehensive survey of their services to their internal customers. A summary of the results of that survey, along with the results from a readministration of that survey and a shorter form of the survey are presented below.

#### SUMMARY

Overall, Facilities Management is doing a good job of meeting their customers' needs. With a few exceptions, staff are viewed positively, as is the service they provide. Areas of concern that were noted can for the most part be resolved with improved communication regarding the status of work and work orders. Additionally, and most likely due to the shortage of staff, customers did note that improvements could be made to staff responsive to non-emergency needs.

Building equipment, particularly HVAC systems, were identified as problems for many respondents, as was the janitorial/cleaning services which are contracted for by the county.

Respondents were asked to note the importance to them of each item on the survey. With few exceptions, employees rated all items as either "Important" or "Very Important".

#### RECOMMENDATIONS

From a review and analysis of the data collected, the following recommendations are made.

1. Increase Communication Between Staff and Customers
2. Address Concerns Customers Have Regarding Some Staff
3. Work with Staff to Identify Ways to Improve Responsiveness

4. Seek Means for Improving Service of Contracted Janitorial Staff
5. Assist Customers in Improving HVAC Systems
6. Keep up the Good Work!

## MULTNOMAH COUNTY'S FACILITIES MANAGEMENT SERVICES

During the Spring of 1994, the Department of Environmental Services initiated a process designed to measure internal customer satisfaction with the services provided. Several programs were identified for participation. One of these, Facilities Management Services, is the subject of this report.

### **METHODOLOGY**

#### SAMPLE

In the spring of 1993 Facilities Management Services fielded a comprehensive customer satisfaction survey which went to Multnomah County employees who were users of their services. The data which resulted from that survey were reviewed and steps were taken to begin addressing issues which were identified. At that time, however, no in depth analyses of the resulting data were performed.

The survey process and sampling plan for 1994 were designed to take advantage of the considerable data which were collected during 1993, and to minimize the burden put on those employees who had responded to the 1993 survey. To accomplish these objectives, the decision was made to reissue the same survey form to the same respondents, along with a shorter version of the 1993 survey form. Employees using Facilities Management Services were asked to complete the longer form, if they had not done so last year. If they had completed the survey in 1993 they were asked to complete the shorter version.

#### CONFIDENTIALITY

Those receiving the survey were requested to return their completed form to the survey consultant in order to ensure confidentiality of response. All responses were input into the data processing system without identifying the respondent. Further, all data are reported in the aggregate, with the exception of specific comments. However, neither comments included in the body of the report, or those attached to this report are attributed to a specific individual.

#### RESPONSE

In 1994 written surveys were sent to approximately 100 county employees. Of those, 46 returned completed copies of the long

form, and 64 returned completed copies of the short form. Since some employees completed both forms an accurate return rate is impossible to determine. In 1993 approximately 100 surveys were sent to county employees. A total of 67 were returned for a response rate of 67%.

#### DATA REDUCTION AND ANALYSIS

Multnomah County's Department of Information Services input the data from the returned surveys into the SAS data analysis and statistical system. Frequencies were tabulated and means were run on the closed-ended survey items. Open-ended items were collated, categorized and analyzed, and a summary of each item written. The findings which follow were derived from the data analyzed through these processes.

A test of means (t test) was run on selected survey items (overall satisfaction items for the 1993 and 1994 long survey forms). Results of the t tests demonstrated that there were no significant differences between the means for the 1993 and 1994 survey respondents on these overall satisfaction items. The survey consultant, in conjunction with the Director of Information Services, concluded that mean responses on the other survey items were not significantly different, and thus the results could be combined for analysis and reporting. Results for the items on the 1994 short survey form are reported separately, since the items differ from those on the 1993 and 1994 long surveys.

Complete responses to open-ended items are presented in an appendix. They are organized by the form of survey that was completed. A few individuals completed both the 1994 long form and the 1994 short form of the survey. Their comments are so identified in the appendix.

### **SURVEY RESULTS**

#### DESCRIPTION OF SURVEY RESPONDENTS

In order to understand the population responding to the Facilities Management Customer Satisfaction Survey, data describing the respondents will be reported for the combined 1993 and 1994 long forms and for the 1994 short form.

<b>MAJOR JOB FUNCTION</b>	<b>1993 &amp; 1994</b>	<b>% 1994 (Short Form)</b>
Executive	8.7%	7.8
Manager/Supervisor	66.1	67.2

Administrative	10.4	9.4
Technical Specialist	7.8	6.3
Clerical	5.2	7.8
Other	1.7	1.6

From the previous table it is clear that the populations completing the long and short forms of the survey are quite similar in terms of their major job responsibility areas.

Likewise, as a review of the figures in the table below indicates, the two populations are similar in their frequency of interaction with Facilities Management staff.

#### FREQUENCY OF INTERACTION WITH FACILITIES MANAGEMENT

	% 1993 & 1994	% 1994 (Short Form)
More than once week	46.9	46.0
Two times a month	32.7	30.2
Once a month	11.5	12.7
4-6 times a year	8.9	11.1
Once or twice/year	.9	0.0

#### LENGTH OF TIME AT PRESENT LOCATION

	% 1993 & 1994	% 1994 (Short Form)
Less than one year	13.3	14.3
1-2 years	14.2	12.7
2-5 years	29.2	27.0
6-10 years	19.5	25.4
Over 10 years	23.9	20.6

Again, as with the previous two population descriptors, employees responding to the two different forms of the survey are quite similar. It should be noted, however, that those completing the short form are somewhat more likely to have worked for the county for 6 to 10 years, and slightly less likely to have worked for the

county for over 10 years than the population completing the longer form. When these two duration of employment measures are combined, however, the populations again look similar ( 43.4% Vs 46.0%).

**Survey Results: 1993 and 1994 Long Form**

**1. FACILITIES MANAGEMENT STAFF**

The first series of survey items examined respondent satisfaction with the staff of Facilities Management. Survey respondents were asked to indicate their degree of satisfaction with staff on eight specific measures, and on a ninth overall measure. For rating purposes a five point scale was used where 1 equaled "Very Dissatisfied", 2 equaled "Dissatisfied", 3 = "Neutral", 4 = "Satisfied" and 5 equaled "Very Satisfied".

At the same time employees were asked to indicate the relative importance of each item to them again using a five point scale. For the importance scale 1 equaled "Very Unimportant", 2 equaled "Unimportant", 3 equaled "Neutral", 4 was "Important" and 5 was "Very Important". The results are presented below.

**SATISFACTION WITH FACILITIES MANAGEMENT STAFF**

	<b>SATISFACTION MEAN</b>	<b>IMPORTANCE MEAN</b>
Technical competence	4.32	4.85
Knowledge of BLDG and BLDG systems	4.19	4.66
Availability	3.95	4.62
Trustworthiness	4.55	4.71
Timeliness of response	4.04	4.64
Appearance	4.41	3.45
Courtesy	4.60	4.29
Understanding of needs/requirements	4.28	4.68
<b>Overall Satisfaction with Staff</b>	<b>4.37</b>	

Most employees are "Satisfied" to "Very Satisfied" with Facilities Management staff. Most highly rated are staff "Courtesy", staff "Trustworthiness" and staff "Appearance". Lower mean ratings were given to staff "Availability", "Timeliness of response", and staff "Knowledge of building systems". It should be noted that even for these items, employees are most likely to be "Satisfied" or "Very Satisfied".

All items related to staff, with the exception of staff appearance, are seen by respondents as being "Important" or "Very Important". Most important to those responding to the survey are staff "Technical competence" followed by "Trustworthiness" and "Understanding of needs/requirements". Facilities Management staff receive good marks on these items as well, with the majority of respondents indicating satisfaction.

Overall respondents are quite satisfied with Facilities Management staff, providing an overall satisfaction rating of 4.37. Nearly 90% of survey participants reported that they were either "Satisfied" (44.2%) or "Very Satisfied" (44.2%) with the individuals who provide them with Facilities Management services.

Finally, employees were given an opportunity to provide their comments and suggestions. (The *verbatim* responses are contained in an appendix to this report.) What follows is a summary of those comments.

For the most part respondents find the staff to be "knowledgeable and nice." As one respondent said they are "Good people wanting to help solve problems." In fact, the most frequently made comment about the staff was how good the staff are to work with. As one person said "Facilities Management staff are always there when you (I) need them."

The few concerns that were raised related primarily to communication, with respondents requesting that staff check in with supervisors when they arrive, that they keep them informed of their progress, and that they follow-up when they have been there. A few employees noted concern with some staff members.

Some respondents observed that both staff responsiveness and quality would be improved if staff were not spread so thin. As one person said "Facilities Management does a great job for all of us with the funds available."

## 2. YOUR BUILDING AND OFFICE ENVIRONMENT

A considerable amount of data were collected on employee satisfaction with their building and office environments. A total

of 21 items covered aspects ranging from building location to furniture, to voice mail systems. Respondents were asked to rate each item for both satisfaction and importance using the two five point scales previously describe. The results obtained are presented below.

**SATISFACTION WITH BUILDING AND OFFICE ENVIRONMENT**

	<b>SATISFACTION MEAN</b>	<b>IMPORTANCE MEAN</b>
Location	4.05	4.22
Availability of parking	3.16	4.21
Availability of public transportation	4.22	4.19
Security	3.64	4.65
Attractiveness of appearance	3.45	3.94
Grounds/Landscaping	3.37	3.87
Signs(for directions around facility)	3.46	4.04
Temperature	2.78	4.49
Lighting	3.60	4.43
Noise level	3.47	4.16
Indoor air quality	2.81	4.47
Furniture	3.40	3.88
Interior layout	3.37	4.05
Telephone system	3.69	4.60
Voice mail system	4.17	4.44
Handicapped accessibility	3.48	4.31
Restrooms	3.25	4.35
Lounge/Common areas	3.20	3.77
If available:		
Child care facilities	2.75	3.12
Fitness center	3.81	3.11
Snack bar/food service	3.44	3.37
Overall Satisfaction With Building and Office Environment		3.44

The five most important aspects of their building and office environment for employees, in descending order of importance, are security, the telephone system, temperature, indoor air quality, and the voice mail system. The five aspects with which employees have the most satisfaction, in descending order of importance, are availability of public transportation, voice mail system, location, a fitness center when available, and the phone system. (It should be noted that only 16 employees rated the fitness center for satisfaction, while 28 rated it for importance.) Importantly, for two of the most important aspects, voice mail and phone system, employees are also most satisfied.

Employees are only slightly less satisfied with "Security" (3.64), but considerably less satisfied with "Indoor air quality" (2.81), and "Temperature" (2.78). In fact, other than for "Childcare facilities" (which was rated by only four employees and which received the lowest satisfaction rating and also a relatively low importance rating) employees are least satisfied with both "Indoor air quality" and "Temperature".

Other aspects that are viewed as important and received lower satisfaction ratings from employees included "Restrooms" and "Availability of parking". It should be noted that some employees have free parking available while others do not.

The table that follows presents the top five items rated by employees as "Important" or "Very Important" by the percentage of employees who are "Dissatisfied" and/or "Very Dissatisfied".

**PERCENTAGE DISSATISFIED WHO RATED ASPECTS AS IMPORTANT**

	% DISSATISFIED OR VERY DISSATISFIED
Temperature	40.0
Indoor air quality	40.0
Availability of parking	29.7
Handicapped accessible	22.5
Restrooms	21.1

Examining the data in this manner again makes it clear that a considerable number of employees are dissatisfied with the four areas rated as important. However, another significant area of importance and dissatisfaction emerges, that of handicapped accessibility, with more than one in five employees either "Dissatisfied" or "Very Dissatisfied" with handicapped accessibility.

in their building, and nearly four in five (79.4%) rating it as "Important" or "Very Important".

Finally, employees were asked to indicate their overall satisfaction with their building and office environment. The mean rating of 3.44 indicates that most employees are "Neutral" (32.7), "Satisfied" (37.2%) or "Very Satisfied" (12.4%). Only a few (3.5%) indicated that they are "Very Dissatisfied", with more reporting "Dissatisfaction" (16.8%). Thus a total of approximately one in five (20.3%) are unhappy with their building and office environment.

Employee comments and suggestions related to their building and office environment are presented in an appendix to this report. A summary follows.

The bulk of employee comments centered around dissatisfaction with the air conditioning, heating and ventilation systems. A few noted the lack of parking space, the need for improved lighting, lack of handicapped access to and inadequacy of restrooms. A couple of respondents noted the need for attention to be paid to the exterior grounds of their buildings, commented on the rusty water.

### 3. BUILDING EQUIPMENT

A third area examined during the survey was building equipment. Average or mean satisfaction and importance ratings for these items are presented below. It should be noted that there are no escalators in county buildings.

#### SATISFACTION WITH BUILDING EQUIPMENT

	SATISFACTION MEAN	IMPORTANCE MEAN
Elevators	3.28	4.16
Escalators	3.00	4.38
Plumbing	3.25	4.38
Heating	2.91	4.54
Air conditioning	2.78	4.52
Ventilation	2.61	4.61
Overall Satisfaction with Building Equipment		3.13

Although building equipment receives the same high ratings for importance as other items on this survey, the mean satisfaction

ratings are among the lowest. Again, as with the previous series of items, employee dissatisfaction is greatest with the ventilation, air conditioning and heating systems. For the three other items, escalators, plumbing and elevators employees are on the average "Neutral", being neither satisfied nor dissatisfied.

The item with the highest importance rating, "Ventilation" (4.61) received the lowest overall satisfaction rating (2.61). Nearly half (45.7%) of the employees surveyed are either "Very Dissatisfied" (19.8%) or "Dissatisfied" (25.9%) with the quality of the ventilation in their building. Again nearly 40% (37.6) of employees report dissatisfaction with "Air conditioning", and "Heating" (37.6%).

Approximately 60% (60.2%) of employees provided a satisfaction rating, and nearly 60 % (57.6%) provided an importance rating for the item "Elevators." Most of these employees rating this item were either "Neutral" (38%), "Satisfied" (32.4%) or "Very Satisfied" (11.8%).

In rating the quality of the building's plumbing system, employees again were for the most part either neutral or positive. However, nearly one in five (19.5%) is either "Dissatisfied" (13.3%) or "Very Dissatisfied" (6.2%) with the plumbing in their building.

Finally, only two people gave a satisfaction rating to the item "Escalators" while eight people gave it an importance rating. One person indicated they were "Very Dissatisfied" with the escalators, and the other person noted that they were "Very Satisfied"! For those rating the importance, six said they were "Very Important", one said "Important" and one said "Very Unimportant".

On the overall rating of satisfaction with building equipment, the largest percentage of employees are "Neutral" (35.7%) followed by those who are "Satisfied" (29.5%). Those who are "Dissatisfied" constituted the third largest group at 22.3%. Employees who are "Very Dissatisfied" and "Very Satisfied" are equal in number at 5.5% each. The total for employees who are dissatisfied is 27.8%, or better than one in four.

Employees offered the following comments and observations. A complete listing of employee comments is contained in the appendix.

Again employees took this opportunity to note their dissatisfaction with the heating, cooling and ventilation systems. People also commented on the lack of water pressure, the quality of the water (brown), and the inadequacy of the plumbing drainage system. One person requested changes in the timing of the elevators.

#### 4. BUILDING SERVICES

The fourth area of inquiry was building services. Employees were asked to indicate both the importance and their satisfaction with the quality and timeliness of services, and their satisfaction with and the importance of frequency of cleaning services.

#### SATISFACTION WITH BUILDING SERVICES

	SATISFACTION MEAN	IMPORTANCE MEAN
Quality of:		
Cleaning	2.83	4.56
Maintenance	3.70	4.52
Repairs	3.90	4.56
Alterations	3.94	4.23
Timeliness of:		
Maintenance	3.82	4.52
Repairs	3.95	4.56
Frequency of cleaning	3.05	4.50
Overall Satisfaction with Building Services		3.50

All items are seen as "Important" to "Very Important", except for "Alterations" which is seen as slightly less "Important". With the exception of the quality of cleaning services and the frequency of cleaning, employees are mostly satisfied with these services.

Employees noted their dissatisfaction with cleaning services, providing a mean rating of just 2.83. Just under 40% (37.0%) registered their dissatisfaction. An equal number, 37.0%, are "Neutral" and just over a quarter (25.9%) are "Satisfied" or "Very Satisfied" with cleaning services.

More employees are "Satisfied" or "Very Satisfied" with the frequency of cleaning services (40.2%), than are "Dissatisfied" or "Very Dissatisfied" (30.4%). The remainder report being neither satisfied nor dissatisfied (29.4%).

The quality "Maintenance" and "Repairs" receive positive ratings, with the majority of employees being either "Satisfied" (45.7% and 46.0% respectively), "Very Satisfied" (17.2% and 24.8% respectively)

or "Neutral" (27.6% and 23.0% respectively). Likewise employees are satisfied with the timeliness of both "Maintenance" and "Repairs" with 64.0% for "Maintenance" and 69.3% for "Repairs" reporting being either "Satisfied" or "Very Satisfied".

Overall, employees are half way between being "Neutral" and "Satisfied" with the building services provided by Facilities Management. It is clear that the problems with cleaning services are keeping the overall rating for these services from being higher.

When asked to provide comments and suggestions regarding building services, employees offered the following. (A complete list is contained in an appendix to this report.)

Employees comments centered around the inadequacy of the cleaning services. In comparing the comments made on the 1993 survey to those on the 1994 survey it is apparent that some improvements have been made. As one respondent said "Since Mighty Clean took over the quality is better." However, one person did say "Replace the current cleaning/janitorial staff. They do not always clean what you ask them to, such as the bathrooms".

One employee wrote that while phone repair was timely, "work order requests (were) not timely." Another noted "Your employees are thorough and do a good job - response time could be improved."

## 5. PROCEDURES

Employees were asked to rate the importance of and their satisfaction with the procedures for doing business with Facilities Management. The table below presents their responses.

### SATISFACTION WITH PROCEDURES

	SATISFACTION MEAN	IMPORTANCE MEAN
Ease of doing business	4.10	4.55
Accommodation of unique requirements	4.22	4.44
Flexibility	4.14	4.51
Responsiveness	4.14	4.59
Effectiveness of communications	4.05	4.53
Overall Satisfaction with Procedures	4.20	

As with nearly all previous items, little variation can be found in the importance ratings of the procedural aspects. These receive the same high ratings, with employees indicating each is either "Important" or "Very Important".

In rating their satisfaction with each of these items, employees are very positive. Every item received a mean rating of "Satisfied" or better, and employees are overall "Satisfied" (mean = 4.20) with Facilities Management procedures.

Comments made by employees included the following. (For a complete listing see the appendix.)

One person wrote "I am impressed with the amount of feedback your department requests. We've been pleased with the responsiveness and knowledgeability of the FM staff."

Suggestions for changes that were made included having the receptionist assign a job number when the caller requests service to the desire to be able to contact the worker directly, rather than through the receptionist. And as reported under the topic "Facilities Management Staff" the request was made for more feedback and more communication. One person said, "There is rarely a call back to see if there are concerns. I have found on emergencies (week-ends and holidays) the phone operator takes the call - pages the appropriate person and if the person does not respond the operator forgets to repage - meanwhile the caller assumes someone is on the way." (Note: The Facilities Management procedure is for the operator to keep calling until someone is reached)

## 6. OVERALL SATISFACTION RATING

The last questionnaire item asked employees overall how satisfied they are with the services provided by the Facilities Management staff. Facilities Management received an overall mean rating of 4.09, indicating the majority of employees are either "Satisfied" (40%) or "Very Satisfied" (40%) with the services they receive. Only 1.7% recorded "Dissatisfaction, and not a single respondent indicated that overall they were "Very Dissatisfied".

Comments made were equally positive. One respondent said "You are dedicated 100%. You need more resources and less paperwork." Another said, "Everyone is very nice and does a good job. My only suggestion for improvement is for the response to be more timely." And another added "Great group of people Always professional and courteous." Yet another said, "The managers are great, stretched too thin, but great."

## Survey Results: 1994 Short Form

From an initial review of the results generated by the 1993 Facilities Management Customer Satisfaction Survey, it was apparent that there were a few areas of customer dissatisfaction. These areas were selected as target areas for the 1994 short form of the Facilities Management Customer Survey.

Additionally, respondents were asked to compare the quality of services received presently to the quality of services received from Facilities Management the previous year. Respondents were asked to identify areas in which Facilities Management is particularly strong, as well as those areas needing improvement. They were then given an opportunity to provide any additional comments or suggestions. The results obtained from this 1994 short form of the survey follow.

### 1. CLEANING SERVICES

#### OVERALL SATISFACTION WITH CLEANING SERVICES

	MEAN
Satisfaction with cleaning service	2.94
Satisfaction with frequency of cleaning service	3.92
Level of cleaning services for facility	% RESPONSE
Full service twice weekly, restrooms nightly	28.8
Full service five nights weekly	40.4
Full service five nights weekly with Day Porter	30.8

As can be seen from the above data, employees continue to be dissatisfied with the janitorial services. Just over 30% are either "Dissatisfied" (21.0% or "Very Dissatisfied" (9.7%) with cleaning services. Most employees are, however, "Satisfied" or "Very Satisfied" (66.1%) with the level of cleaning services for their facility.

### 2. HVAC SYSTEM, STAFF RESPONSIVENESS AND SERVICES

Respondents were asked to indicate their satisfaction with the HVAC system, with staff and with services provided. Their responses follow.

## SATISFACTION WITH HVAC SYSTEM, STAFF AND SERVICES

	MEAN
Building HVAC system	2.50
Timeliness of response of facility management staff	4.17
Services provided by facility management staff	4.26

As with the longer forms of the survey, respondents recorded their dissatisfaction with their building's HVAC systems. Over half (51.6%) said they were either "Dissatisfied" (28.1%) or "Very Dissatisfied" (28.1%). Only 17.2% said they were either "Satisfied" or "Very Satisfied". The remainder (29.7%) reported being neither satisfied nor dissatisfied with their HVAC systems.

Respondents to the short form are slightly more dissatisfied than those completing the longer survey form, though the differences do not appear significant.

When asked about the timeliness of response of Facilities Management staff, respondents are highly positive. Nearly three fourths of respondents (73.5%) reported being either "Satisfied" (26.6%) or "Very Satisfied" (46.9%) with the Facilities Management staff's responsiveness to their needs. A very small number, 7.8%, reported being "Dissatisfied" and not a single respondent reported being "Very Dissatisfied".

Employees responding to the survey are even more positive about the overall services provided by Facilities Management, according the department a mean rating of 4.26%. Four out of five (80.7%) are either "Satisfied" (48.4%) or "Very Satisfied" (32.3%) with this department's services. Only one person reported dissatisfaction and again no one reported being "Very Dissatisfied."

### 3. SERVICE CHANGES IN PAST YEAR

Employees were asked to compare the quality of services received from Facilities Management in previous years to those being offered currently. The table that follows presents their response.

## CHANGES IN SERVICES IN PAST YEAR RESPONSE

Not as good as they were last year	6.5
About the same as they were last year	62.9
Better than they were last year	22.6
NA	8.1

As can be seen from the above figures, most employees believe that the services offered by Facilities Management are about the same as they were last year. However, over one in five (22.6%) believes that they are actually better than they were in the past year. It should be noted that a few employees, (6.5%) believe that Facilities Management is not doing as good a job this year as they did last.

### 4. AREAS OF STRENGTH

Those employees responding to the 1994 short form of the survey were asked to identify the areas in which Facilities Management is particularly strong. A complete listing of responses is contained in an appendix to this report. What follows is a summary of the written comments.

Most often cited is staff responsiveness, particularly their response in emergencies, as one person wrote "Response to emergencies are fast." Respondents also noted the courteousness and professionalism of the staff. One person said, "Workers are knowledgeable, kind and efficient." Other strengths noted were carpentry/plumbing, electrical, light bulb changes, alterations, alarm repair, locks and mechanical.

### 5. AREAS FOR IMPROVEMENT

Employees were given an opportunity to identify those areas in which they would like to see Facilities Management make improvements. A summary of their comments follows. A complete listing of comments is attached to this report.

Employees are not pleased with the current cleaning services. Once again employees identified these services as needing improvement. In addition to the comments about the cleaning

services the following areas were addressed: More staff to get to problems quicker, better monitoring of janitorial services, electrical, pest control (automatic twice a year), outside landscape, response time to general work orders (cited by two people), and "building stronger leases and enforce them."

## 6. ADDITIONAL COMMENTS

Although only a few respondents had any additional comments to make by the end of the survey, the comments made were important ones. Again employees noted that there is "too much to do for too few people", cleaning needs to be improved, staff are responsive and courteous. One person offered the following:

"It is very difficult to answer the questions on this survey with any accuracy. Most staff in facilities are courteous, responsive and do an excellent job. However there are others who do not speak, use telephones without asking and talking at some length without any consideration of incoming calls or phones being needed by staff. Some calls are of a personal nature. A few facilities staff can be loud and use abusive language when working in the area which can make employees uncomfortable. Most of the time when I call in a repair request and have explained the problem, a facilities person will arrive only to leave again to go get a part. Very few times has the person had the part with him. I have been disappointed in the length of time it takes to do a repair job and how many people it requires before a job can be completed."

This person then proceeds to describe a repair situation where difficulties were encountered, and were considerable time passed before the job was finally completed by an outside contractor.

## CONCLUSIONS

Facilities Management is highly regarded by their customers. Satisfaction ratings are high and comments made by employees are most often very positive. Staff are well regarded, with a few exceptions noted. Areas for improvement relate mainly to the need for more communication regarding status of work and completion of work orders.

Employees are not satisfied with the HVAC systems in their buildings, and continue to be critical of cleaning/janitorial

services. Employees have few problems with procedures, but do note that responsiveness to non-emergency needs could be improved.

Respondents distinguish little in terms of the importance of the various aspects of either staff or service. All, with a few exceptions, seem at least "Important", if not "Very Important" to them. Thus, only by comparing ratings can the one discern which items have relatively more value to Facilities Management customers.

In all, Facilities Management is doing a good job of responding to the needs of their customers, a job that can be improved by adjusting some small aspects of their service, and by communicating clearly regarding those items that are out of their control.

## **RECOMMENDATIONS**

### **1. Increase Communication Between Staff and Customers**

Facilities management needs to identify and implement methods for ensuring that the communication needs of their customers are met, particularly with respect to work order response, status of work, and completion.

### **2. Address Concerns Customers Have Regarding Some Staff**

Staff courtesy is an issue for some customers with some, very few, staff. Since specific staff were not identified, management will need to address this issue with all.

### **3. Work with Staff to Identify Ways to Improve Responsiveness**

Facilities Management staff do an excellent job of responding to emergencies. Some customers are, however, critical of the response time for routine maintenance and repairs. Management needs to work with staff to identify means for improving responsive to routine needs. If, as some respondents have suggested, a slower response is indicative of a shortage of staff, then this needs to be clearly communicated to customers.

### **4. Seek Means for Improving Service of Contracted Janitorial Staff**

The cleanliness of some office space continues to be a concern for a large percentage of customers. Facilities Management needs to continue to address this issue, and to find ways to improve the services delivered.

5. Provide Assistance to Customers in Improving HVAC Systems

As respondents noted, the HVAC systems in many buildings do not perform satisfactorily. Facilities Management needs to continue to seek ways to improve the systems, and to increase the comfort of their customers.

6. Keep up the Good Work!

With few exceptions, customers are highly satisfied with the services and work of Facilities Management. Keep it up!

1993 FACILITIES MANAGEMENT SURVEY  
RESPONSES TO OPEN-ENDED QUESTIONS

1. Facility Management Staff

- o In general I am very satisfied. Some individuals are more responsive, helpful and competent than others.
- o I'm occasionally frustrated by the lack of communication skills of the people answering 3322. They need to repeat back the name of the caller, the place and the contact phone numbers. so the caller knows the message is accurate.
- o We appreciate their self-introduction and an explanation of why they are in the building.
- o Staff arrive and often do not contact the supervisor. It they are here when we are not, they usually do not let us know what they did. However, they fix things in a timely manner and that's the main thing.
- o Could be better at keeping us informed about the progress of our request and its completion or delay. If no one tells us its finished we continue business as usual. (wiring changes.)
- o FM staff are always there when you (I) need them.
- o Good people wanting to help solve problems, Typical. spread too thin to have response and quality I and they would like.
- o Very good group to work with. However, the MCIJ X-Ray thing certainly has been a pain. Mark is doing a "great" job now, thankS!
- o I have been very happy with FM response, especially to same day emergency situations.
- o I find that particular depts. (lighting) are more disorganized than others and don't follow-up with me when they have been here.
- o I rated where I did because some of the staff are outstanding. Unfortunately others are borderline. The majority however I have been very happy with.
- o Most of employees are really knowledgeable and nice, especially the carpenter and fix up staff.
- o Generally no problem, except in getting a response. Took 4 calls before I got call back.
- o Every contact I have had with facility staff has been very positive, especially as it relates to the special permit needs such as filming.r  
The involvement I have had in the past has always been of interest to out needs. They are always prompt and very courteous.
- o Our office recently moved into a leased building. The years we spent in the courthouse, allowed us to frequently interact with the facility management staff who were wonderful. The contracted janitorial services were, however, poor.
- o Assistance from facility management staff is assisting ROCN install internal security system and remodel was very good and technical knowledge was above average.

- o Facilities maintenance does a great job for all of us, with the funds available.
- o How come the building and computer room HVAC never work?

o This is a hard category. Many of the staff are excellent, Mike Sciacotti was wonderful. Jim Emmerson is super. We've had trouble with our Air Quality and Conditioning forever. We get very little feedback. sometimes parts arrive and aren't installed for a week. Other times, we have to try twice to get all the right parts. Overall you do an excellent job for us.

- o Depending on who responds, I get (a )great service, or (b) average.
- o Very satisfied with all the staff.

## 2. Your Building and Office Environment

o ours is an older building and improvements could be made with regards to the heating/ventilation system. Overall, being a public building, ours is probably above average in the eyes of our patrons.

o The HVAC in this building has caused problems since it was built. The fresh air intake is very badly placed. It sucks in car exhaust, etc. and it lingers in the building. The ADA Requirements modifications are in the works. I know.

We have constant complaints about the lack of parking space. While we have vandalism problems, we are getting a video camera. There are constant problems with HVAC, but staff corrects them. Handicapped access restrooms (wheel chairs) are a real need.

o Old HVAC system gives erratic levels of heat and cold. Air quality is bad, numerous cold/allergy symptoms in staff. Not enough parking, hazardous to get onto busy Woodstock, traffic in AM. Restrooms are not handicapped accessible, but building is single level.

o I work in Central Library Building, presence of scaffolding, electrical problems, etc. are the cause of the "very Dissatisfied overall rating. Public restrooms have always been a problem because of the kind of use that they get. The extra cleanings have helped but not solved the problems.

o Building very poorly designed and constructed.

o Restrooms need to be in Spanish and Braille. Men's urinal won't flush most of the time, no water pressure on the 9th floor.

o Our location is isolated with no public transportation. We do not have enough parking to accommodate our staff, let alone the public. the entire building interior and exterior (including the landscaping) is in a hideous state of disrepair.

o Not bad for government.

o Our grounds are disgraceful. Weeds everywhere. Parking lot always a mess.

o Old building air quality so/so, we've been tested heating and cooling system old outdated--your staff has spent many hours trying to keep it going.

o Carpet in our lounge is pathetic to have in a health clinic.

o Some are difficult to answer since I'm responsible for 5 jails. Parking for staff at JC or MCRC is non-existent for almost all staff. Restrooms are generally inadequate as are staff break areas. Air quality varies between facilities from very poor at MCRC and ok at others.

o All buildings other than the Justice Center seems to be adequate. The Justice Center needs improvement.

o Leased building. Facilities management has been supportive in our work with the landlord. Facilities management did an excellent job recently with our move into this building and coordinated remodeling/painting/wiring. New phone system will be installed next week.

o This is an old building. therefore much cannot be done... considering...overall appearance and condition not bad.

o HVAC in office area is bad, as well as temperature control in winter.

o Some of the above "dissatisfied" is understandably do to fiscal restraints, oh well!

o The phone systems are the most excellent and best I have ever encountered.

o We would like a fitness center if you have one that is not being used.

o We maintain our building with inmate help.

o Would love air conditioning, furniture for staff lounge, need updated phone system.

o Handicapped and loading zones could be better marked.

### 3. Building Equipment

o Uneven temperatures. Very dry and dusty. Air does not circulate well. Water is brown when tap is first run after being closed. This is an old building. It would be nice to have better dust filter and humidity control.

o Again, improvements to heating/cooling system would be nice some day.

o The ventilation is a problems in certain circumstances. When it sucks in exhaust fumes, people get sick.

o Our plumbing makes loud noises off and on, air locks we think. As stated, heating need frequent attention.

o See above.

o See above. Equipment HVAC, plumbing and elevator concerns will be dealt with in the renovation.

o Many of the problems are inherent to the building.

o No windows that open. Elevators need to be coordinated better or have 1 or 2 that are to the 10-15 only. Water pressure varies a lot, usually not good.

o The plumbing always backed up for one reason or another. The heat is very unreliable, there is no air conditioning, and very few windows. so we're cold in the winter, not in the summer and we smell bad year around.

o Portland Building (Note: ratings are all threes for satisfaction on equipment.)

o This is an old building, but the air needs to be cleaner, we have health clinics/germs and major allergy stuff going on here. What is the vent/screen cleaning schedule. Jill

- o Some floors OK. Others, especially clinic floors, need better systems to push more air.
- o Bad water pressure on the 9th floor always changing.
- o It's either too hot or too cold. Air seems stagnant. No outside air available
- o Our HVAC system is inadequate for the size of the clinic and the varied temp. requirements for units within the clinic.
- o Old building, old plumbing, heat and air and ventilation??? Sometimes.
- o Outdated system works part-time.
- o As stated in section 2 above, the satisfaction varies between buildings.
- o See above comment (Justice Center needs improvement).
- o The MCRC is an old building, It has weak plumbing. It has problems any old buildings have.
- o Landlord is working to repair heating/cooling units.
- o Again, this is an old building. Upkeep and maintenance is very important.
- o Building (ROCN Area) needs a system remodel.
- o One of few county buildings that does not have air conditioning, very limited outside air in warehouse and basement, could use screens (night security )in warehouse and basement areas.
- o The A/C has been down for 2 week and it is 92' in my office with 90% humidity. Also many problems with computer room HVAC.
- o Bad day to send a survey. Our air conditioning has been out of service for three weeks. It is 68' outside and 92' in my office. Nearly 1/2 of staff are out because of the heat. We like the building but would like some cool, fresh air.
- o This building needs A/C.
- o No elevators or escalators.

#### 4. Building Services

- o The janitorial service is inconsistent in their performance. they do respond to notes left for them, but it would be nice to have a consistent high quality service.
- o The services provided by our contracted custodians leave a lot to be desired. It is the staff's impression the custodians and the maintenance workers are spread way too thin to perform adequately.
- o Cleaning is variable but right now is OK. Maintenance and repairs are far more dependable.
- o We sometimes have to lean on cleaning crew and dusting on highish places and around CRT's just doesn't happen. But it's not a nightmare like it is elsewhere.
- o I'm assuming were not talking about the contracted janitorial service.

- o Cleaning 2. Maintenance/Repair/Alterations 4.
- o Not at all happy with the Saturday half-time maintenance worker!
- o No dusting, ever!!
- o No janitorial service is provided. If something needs cleaning (such as the restrooms, floors or carpets) we must do it ourselves. There is no regular maintenance of the building or equipment, everything is addressed on a repair when broken basis. (Note: ratings are quite low)
- o Clinic is filthy. Chronic problem and most important to all staff here.
- o County cleaning seems to be okay (some). It is the contractor janitors that do not clean. Need to hire county janitors back, so the building is cleaned right.
- o I think when I retire, I will go into the janitor business. Attractions are: big payoff, little work. Maint. is OK.
- o However, the janitorial services are really poor. )Note: overall rating of 3)
- o Our cleaning crew leaves a lot to be desired. Have complained but don't see a lot of improvement. so gave up! Supplies and personal things disappear at night!
- o Cleaning contract continues to be inconsistent.
- o Our janitorial staff continues to be a problem. A medical facility should look much cleaner than it does.
- o Have had carpet replacement, tile installed and some painting done. Handled well from start to finish. Very impressed. Cleaning--so-so, need to remind consistently to do basics, sweep floors, etc.
- o Carpet in Breakroom and clinic need to be cleaned or pulled up and tiled. Staff are courteous do good job except janitorial, they could improve a bit.
- o Contract janitorial services sometimes leave much to be desired, of late it has improved somewhat.
- o I'm discouraged by the reductions in staff which have resulted in MCSO amount of daily cleaning done.
- o Cleaning at the Justice Center needs improvement.
- o Need more man hours put toward cleaning as could do more I think if had the time.
- o Carpenters are the least available. For this old building, there is enough routine preventative maintenance to keep a carpenter busy on various projects.
- o These services are provided by the landlord, not facilities management. the cleaning is poor, but the contracted janitorial services in the courthouse were worse.
- o Due to the sensitive nature of operation; both cleaning and maintenance access and activity has been limited.
- o Only so much cleaning can be done with funds available, repairs are always done in a prompt manner, thanks again.

- o County does not spend enough on maintenance and repairs.
- o Office maintenance has always been a problem.
- o Contract janitors OK. County custodian (Bob Sullivan) is excellent.
- o Outside of building needs power washing.
- o More frequent custodial services.

#### 5. Procedures

- o I'm impressed at the amount of feedback you department requests. We've been pleased with the responsiveness and the knowledgeableability of the FM staff.
- o Saturdays can still be a problem, for problems other than emergencies.
- o I would like to see a more consistent method of communication when FM staff will be in the building, and what they will be doing (to be able to respond to staff and patron's questions and concerns).

I'm not in a county owned building (Ptld. Bldg.)

Except for janitorial. Not responsive, not timely, not done! (Note, sat ratings are all 5's)

In light of work with purchasing , you are a dream.

- o Very good response and people are great!
- o Have had excellent response from mechanical engineering staff when their services were required.
- o Would still like detailed costs for my monthly reports so it can be reported as to actual costs. This currently ok at Justice Center but never got underway from For dBuilding.
- o Would on occasion like to be able to contact the worker directly rather than having to go through the receptionist at 3322.
- o After request goes in there should be some verbal or written feedback that request was received and an estimate of time until service can be provided.
- o Procedures very good.

#### 6. Overall Satisfaction Rating

- o I would like to see maintenance schedules posted at the locations. for example, I want to know if and when heating and A/C are serviced and when other routine maintenance is done (lights/windows/carpet/paint, etc.)
- o You folks are doing great considering how much you do with so little! There is concern, though, that any further reductions to manpower and funding will threaten FM's ability to keep up with its demands. In other words we'd hate to lose any of the services currently provided by FM though we would like a better cleaning crew.
- o Except for occasional frustrations we are very satisfied. Problems are never serious or on-going.

- o The facilities work hard for us.
- o Recent scenario: Called early afternoon about splintered glass door and window; glass replaced my mid-afternoon. Such fast service is really appreciated!
- o I think facilities is the proper department to check buildings and formulate earthquake preparedness plans. Right now the responsibility is not clearly assigned.
- o Maybe when we've been with the county a few more years I'll become more jaded, but so far I have been quite pleased with the speed of response and consideration of the entire facilities staff.
- o I like working with you folks, but I'm still mad the judges kicked BCC out of the Courthouse.
- o Everyone associated with facilities is super and Craig Flowers does a great job here. But custodial leave much to be desired!
- o The entire staff always strive for efficiency and perfection along with courteous service. I appreciate all of them and the fine service they provide. Thank You!
- o There is always room for improvement, but overall FM staff do a very good job. Keep up the Good Work!
- o (Note: Rated 5) Except cleaning
- o The managers are great, stretched to thin, but great.
- o Please, please contract with a conscientious, quality janitorial service.
- o I have no problem with people who work at facilities. Always very helpful.
- o I think overall your staff that I have dealt with have been very helpful and competent as well as friendly.
- o Would like staff to tell me when they are here to do a job. Things get done. I don't know when. Therefore, my paper work returned to Vicki is not in a timely manner. Otherwise they are very friendly and efficient.
- o We at ASD have had wonderful cooperation and service from facilities management. Good work and thanks!
- o In our spread out operational areas what is a problem in one area may not be in another. Overall the service provided has been very satisfactory.
- o Feel free to contact me if you have any other questions/concerns. Major Tom Slyter, 3266.
- o Keep up the good work!
- o With the limited staff, facilities management accomplishes a lot with minimal staffing.
- o Friendly, professional and competent staff. Roger, Mark Gustafson, Bob Kieta are outstanding.
- o Overall... second floor of this building is in fair condition though the common area's such as lounge and reception area from time to time could use more attention. these are area's that the public uses and sometimes requires more attentions than the assigned times.

- o Thanks for your support and assistance this past year.
- o You need more \$\$\$'s to do your job properly. County needs to be consolidated into fewer buildings.
- o You have done a lot of work in our building in the last year. the work was done when you promised and done well. the building is a comfortable place to work and our productivity is increased significantly. We are very satisfied with the services you are providing.
- o Overall, I feel they do a good job and I do appreciate their efforts.
- o It is difficult to get repairs ASAP, but the delay for written work orders is too long.
- o we need a better janitorial service contractor. Provider and a procedure on confidential material recycle.
- o the staff have always had a positive attitude while being asked to do more with less. we appreciated their service.
- o Almost 100%. See comments.

1994 Facility Management Survey Long Form and Short Form

Responses to Open-Ended Questions by Employees who Completed Both

A. Short Form

8. In what areas would you say facilities management is particularly strong?

- Technical knowledge, accessibility and responsiveness
- Simple maintenance (leased facility)
- The engineering staff
- All cooperative, effective
- Response time generally good and work done well
- Carpenter crew is prompt and always lets me know when they're here
- Mike Sciacotti does a great job - Very helpful with remodel issues
- Responding to a call whether it be a minor or major issue
- Customer relations created by the attitude of facilities staff members
- Responses to emergency situations
- Bob Sullivan is a very helpful, very competent resource
- Fast response time
- Response to our problems and needs
- Customer Relations / Service Oriented
- Availability
- Responding to dire emergencies
- Building maint. and specialty needs and services
- In all areas

9. In what areas of facilities management would you like to see improvements?

- Assign a liaison to a specific facility to become familiar with specific needs and expedite matters
- Improved janitorial and maintenance services
- Monthly maintenance items (leased facility)
- Custodial and better meeting of time frames by electrician staff
- None

- o More preventative maintenance
- o Often they don't let me know when they're on site, what was done, whether follow up is needed, or job completed
- o Some of electrical engineering appear to be less than competent.
- o List of Department Heads
- o Length of time to get work done (time from work request to first contact by work)
- o Routine maintenance (drape cleaning, carpet cleaning, etc.) should be done at regularly scheduled times.
- o The building systems need better maintenance or replacement.
- o More frequent follow up by management staff
- o Cleaning services, a few FM employees are very competent, professional - one or two seem disorganized & not efficient

10. Additional comments:

- o Faster space planning services, more efficient
- o Most of facilities staff are cooperative and efficient. They do not clean up after themselves - hardly ever.
- o Facilities staff is different from the cleaning services
- o The cleaning service is very frustrating to deal with - we leave notes frequently & problems get resolved - But overall - we continually write notes about the same basic services.

B. Long Form

1. Facility Management Staff

- o Lack some understanding of our Depts.' needs re: security, need for safe workplace. free from stress about building/main. problems.
- o Most are great have at least one I believe to be incompetent & would prefer to not have him here.
- o Always very cooperative and can work around my schedule
- o It depends on which staff member you are talking about - Some are great - some are less than average. This is where manager's follow up would be helpful
- o Very variable depending on who it is

2. Building and Office Environment

- o The heat system is either all hot or off, no comfort zone. The building is so hot at times it makes staff ill and uncomfortable thus loss of production
- o Our building is currently being replaced and should be completed within a year or so

- o Lots of problems with old heating ventilation system
- o Rusty water - poor ventilation (passed in most areas for acceptable air quality - acceptable is not the same as good. Heat & air goes down frequently.

Rest rooms need ventilation - or fans - or some type of deodorizers

o There seems to be problems with air quality/control caused by previous remodeling of offices (moving/creating walls). There is not heat/cooling in bathrooms - therefore no ventilation except to open the window which is a violation of city code.

- o Not interested in moving - Love it here in Bldg 327
- o New building under construction so time will take care of this.(Overall satis.. rating of 1)
- o Re: handicapped access - we are in the queue for an ADA - upgrade.
- o Interior layout, furniture, paint decor needs overhaul. Bathrooms need upgrade
- o Our building is outdated. since we are going to be building a new branch very little money has been allocated to maintenance and improvements

### 3. Building and Equipment

- o Need better ventilation - Heating & air conditioning control system bad
- o One set of offices is 68' (where thermostat is located) other end is 84' - or vice-versa. there are too many factors (windows; poor circulation; not enough thermostats) to allow us to adequately adjust the environment.
- o Great equipment - could not be matched anywhere
- o See above comments (New building being constructed) ((Note: All ratings for item 3 are ones))

### 4. Building Services

- o Maintenance/service has deteriorated over the past 3 years and building shows the neglect
- o Carpets should be scheduled to be cleaned more frequently in high traffic areas - Clinics should look & be clean! Carpet shampoo every 3 mo. Babies crawl on our floors.
- o I am not clear what cleaning is done by facilities Vs janitorial staff. I am referring to painting which may be considered maintenance.
- o Cleaning problem, phone repairs - timely, work order requests - not very timely

### 5. Procedures

- o Sometimes I'm not sure who/which dept. will do the job I need done or the dispatch person is unsure, i.e. I needed keys made and they sent the carpenters out.
- o Your procedures may be slowed down by our Division procedures?
- o Sometimes it's hard to understand the people who answer the 3322 line because they talk so fast - then there's the dead silences as they do something - a little courtesy would go a long ways.

o There is rarely a call back to see if there are concerns. I've found on emergencies (weekends & holidays) The phone operator takes the call - pages the appropriate person & if the person does not respond the operator forgets to re-page - meanwhile the original caller assumes someone is on the way.

#### 6. Overall Satisfaction

o Enjoy working with FM all levels.

o We have an old bldg., modified drastically over the years to meet current needs. Facility people are responsive, understanding and competent.

o If you wish to contact me: Gayle Kron 161/522, 248-3691 ext 6392

o Can we stop with the comment cards already?! Fac.Maint. has always done an extremely good job for us!

o I think our cleaning contract crew does a very poor job on our building. Lori Bliss makes every effort to correct these problems but the overall performance is very poor of the cleaning. example-floors are cleaned mopped - but are still dirty. The entire building is very dirty.

o Very happy with Facilities Management performance. The fact that our building is badly outdated is not facilities fault since we will be getting a new building.

1994 Facility Management Long Survey  
Responses to Open-Ended Questions

1. Facility Management Staff

- o I'd hire or work with just about everyone in facilities.
- o Very pleasant and knowledgeable, friendly staff to work with.
- o Problems with the HVAC system at Building 425 have been ongoing for years. It's hard to understand why it can't be regulated - were frustrated out here!
- o Have top notch staff
- o My only really negative experience has been with a HVAC person who was unaware of what heating/cooling systems were in building, and where controls were. This should be readily available to all FM personnel (as in maps) who need the information and would, I feel, greatly reduce waste of time.
- o It would be nice if we could know approximately when problems would be taken care of if response could not be in 24 to 48 hours.
- o Friendly, helpful.

2. Your Building and Office Environment

- o Overall a great building with a poor HVAC system. Lighting needs to be improved also.
- o Although lots of categories got 4's and 5's, they are not weighted equally. Air, water and temperature quality are more important to me.
- o There is little ability to have individual control of temperature. Air is very drying. fixed walls make changing space requirements difficult/inefficient to accommodate. Public transportation access is inconvenient unless you are coming from downtown or directly east on Morrison.
- o It would be nice if we could get the temp. of the building normalized --it's either too hot or cold in the winter and this building is like an oven in the summer/an air conditioner would be nice.
- o Cleanliness is non-existent - especially front of building as well as bathrooms on 3rd floor administration.
- o Leased building with minimal repair and maintenance provided by landlord. I would not house my dog in this facility

3. Building Equipment

- o Improve the water and air conditioning/heating/ventilation system.
- o Why do all 3 elevators have to go everywhere together? Couldn't just 1 answer a call on an upper floor, leaving the other 2 to go later - with me on them?
- o The drainage system is not large enough - we spend a lot on Roto Rooter every year.
- o Ventilation is horrible. If person gets sick and it spreads like wildfire.

#### 4. Building Services

- o It would be nice if the county had the money to provide extended cleaning, Oh, well!
- o Replace the current cleaning/janitorial staff. They do not always clean what you ask them to, such as the bathrooms.
- o Our building is old, and will probably never look as good as I might wish, even if all maintenance and cleaning is done regularly, which it probably is.
- o It would be nice if "deep cleaning" could be done more often at Building 425 - carpets, etc.
- o Contract service has brought 100% improvement in cleanliness. Thanks!  
(Cleaning rated 4) Much better.
- o Can't answer "overall" because would have to separate "cleaning"(very dissatisfied) and maintenance/repairs (very satisfied).
- o Your employees are thorough and do a good job - response time could be improved.
- o Since Mighty Clean took over the quality is better. The grounds and parking lot are very bad, however. Too much trash all over. and landscaping is not maintained.
- o See #3 comments.
- o Services are provided (or not) by landlord not county staff (Note: Ratings were "1's")

#### 5. Procedures

- o The receptionist should give caller the job # when they request service. This way if you don't get service right away you can refer to the job # and when it was taken.
- o For things like stopped toilets, etc., response time is very quick, other things take longer, like alarm.
- o Facilities management is both helpful and responsive to requests. They are limited in our building due to the lease, but are terrific when they are able to respond.

#### 6. Overall Satisfaction Rating

- o Facilities personnel (all of ) are tremendous--not flattery, just fact. But one thing, please keep the receptionist/phone person once they are trained completely - payem' good money. seriously, I think they should be compensated so they'll stay around.
- o Great people to work with.
- o The staff is usually pleasant and eager to help repairs and requests are responded to in a reasonable time and the results are usually of quality.
- o You are dedicated 100%. You need more resources and less paperwork.
- o Everyone is very nice and does a good job. My only suggestion for improvement is for response to be more timely. I also think if as an example if a carpenter were here doing a job and

noticed that something else needed a nail driven into it they should be able to take care of it then and not have to have another work order and another trip - its a waste of time, money and energy.

- o The staff is easy to talk to, and helpful; however the heating/cooling/air conditioning is always a problem.

- o It worked better when the JC had its own staff.

- o (Rating of 4 given) Comment: "Except for janitorial service which seems to be an unsolvable problem given our resources

- o Great group of people - Always professional and courteous

#### Other

- o When reviewing this form, we can't currently give you an accurate picture. The operation supervisor has received a new position. I have not had enough experience with this.

1994 Facility Management Short Survey

Responses To Open-Ended Questions

1. Overall, how satisfied are you with the quality of cleaning services?

- o We all (each dept.) needs more funds available so the custodial companies can do additional work.
- o Leased buildings, service not provided by facilities management (Note: Rating was a "1".)

2. What is level of cleaning service for your facility?

- o Open 6 days/week. Cleaning service 6/week.
- o Plus Saturday.

3. Overall, how satisfied are you with the frequency of cleaning services?

- o This is not the problem, problem is quality.
- o Except for carpets.(Rating of 4)

4. Overall, how satisfied are you with you building's HVAC (heating, ventilation, and air conditioning) system?

- o 2 for air, 3 for ventilation, 4 for heating
- o Leased building HVAC system is horrible - Inconsistent heat/cold

7. Overall, how would you say the services are compared to last year?

- o Working on new structure ( better than last year) Services great. time to get them not great.
- o Very good (rating of 2)
- o Excellent (rating of 2). Also (rating of 3).
- o Because now the county owns the building (rating of 3)

8. In what areas would you say facilities management is particularly strong?

- o Dedication to work, respond to real emergencies soon, skill levels high.
- o They generally stay with a problem until resolution.
- o The facilities staff who regularly deal with the library are just fine, particularly Walt Burgin and Bob Lilly.
- o Carpentry/plumbing
- o Emergency response
- o Quick response and very knowledgeable

- o Response time
- o Electrical and carpentry
- o Responsive to emergency calls, and light bulb changes
- o Craig does great PR. Responsive, understands issues, will address problems.
- o Helpfulness, timeliness
- o Response to emergencies are fast
- o Alarm repair, carpenters
- o Immediate response. courteous, knowledgeable.
- o Courteous, timely response
- o When we request rearrangement of walls, new Herman Miller, etc., response is good, high quality.
- o Repairs, alterations, response time, knowledge of building, expertise and experience.
- o Emergency responses are generally quite timely!
- o Friendly, knowledgeable staff who are responsive to your needs.
- o Response time for emergencies; receptionist is helpful and very nice; workers are knowledgeable, kind and efficient.
- o Friendly and courteous.
- o Locks and mechanical
- o Response to needs and requests
- o Lights are always replaced as needed
- o Computer wiring
- o Professionalism; courteousness (give or take a couple of individuals)
- o Electrical issues

9. In what areas of facilities management would you like to see improvements?

- o More staff to get to problems quicker.
- o Better monitoring of janitorial services.
- o The trades staff often forget that there is an occupant of the building who has patients and issues to be concerned about. We are the client, not the elevator or electric panel. FM Mgrs. are superb. They understand the issues identified in #3 and #9. In #3 the purchasing rules are stupid. In #9 the customer service issues are sometimes lost on line staff.
- o Janitorial services are reprehensible.
- o Electrical

o Individual responsibility, i.e., when issues are brought up, defensive responses, passing the buck. Working with sites in advance re/best times for the work to be done.

o N/A

o Pest control - automatic two times per year. Lighting - replacement tubes on schedule.

o Still need better HVAC at Mccoy. More frequent rug/upholstery shampoo.

o Cleaning service is not adequate. We clean.

o Cleaning services.

o Not charge our department so much. Seriously, not much, they're good!

o Outside landscape. We have many expensive and attractive plantings on the grounds of the building which should receive regular professional landscape care. The only time they seem to get such attentions is if I complain or make a special request for same. It was foolish to put them in many years ago if it was not intended to maintain them properly. When given proper attention this property is very attractive and a definite positive enhancement to an otherwise disadvantaged neighborhood.

o Cleaning quality, like my mini blinds, rug look perpetually dirty.

o Cleaning services

o Management and oversight of cleaning services.

o Response time to general work orders could be faster (especially alarm adjustments).

o More staff/personnel so that requests can be handled quicker

o Heating/air-conditioning; carpet cleaning; parking lot is usually full of litter and trash

o Larger budgets to address continued deterioration of building

o The area is never clean.

o In the cleaning area. Our facility has been neglected over the past several months and staff have complained numerous times. Finally we have seen a response. I hope it continues.

o I would like to see work orders addressed in a more timely fashion.

o Build stronger leases and enforce them

#### 10. Additional comments:

o Too much to do for too few people.

o It is very difficult to answer the questions on this survey with any accuracy. Most of the staff in facilities are courteous, responsive and do an excellent job. However there are others who do not speak, use telephones without asking and talking at some length without any consideration of incoming calls or phones being needed by staff. Some calls are of a personal nature. A few facilities staff can be loud and use abusive language when working in the area which can make employees uncomfortable. Most of the time when I call in a repair request and have explained the problem, a facilities person will arrive only to leave again to go get a part. Very few

times has the person had the part with him. I have been disappointed in the length of time it takes to do a repair job and how many people it requires before a job can be completed. One employee comes in to change a part in a light fixture, he has problems and calls another employee to complete the job - then two other employees come into replace the lamps. Another example of inefficiency would be the comparisons of a job that required replacing all the light fixtures in the building, upstairs and downstairs, the same amount of area each. county employees started on the downstairs, and after over one month on the job and only the downstairs completed they were pulled off to do a job in another location. After a couple of weeks a contractor was called to bid on doing the upstairs. with two workers, the same facilities, the hired contractor was able to complete the total job in less than three days. It is hard not to compare such a difference.

- o I am heartily sick of noting items in the janitor's log only to come in and find the job checked off and the place still as filthy as it was.

- o I have always felt I've gotten quick response from facilities. All the workers are polite and fun to work with.

- o Dusting - no one does ceiling cobwebs except me.

- o You really didn't think we'd remember what we said last year, did you? I think the methodology may compromise your results.

- o Would like a cleaning crew that actually cleaned the place thoroughly.

- o The Hansen Building lack the electrical power to run all equipment in the building. would it be possible to get more clean electrical lines run into this building!

REPORT OF FINDINGS

MULTNOMAH COUNTY'S PROPERTY MANAGEMENT  
SERVICES

FACILITIES AND PROPERTY MANAGEMENT DIVISION

DEPARTMENT OF ENVIRONMENTAL SERVICES

PREPARED BY JOAN L. GOFORTH

MAY 1994

## MULTNOMAH COUNTY'S PROPERTY MANAGEMENT SERVICES

Multnomah County's Department of Environmental Services, in order to better understand and meet the needs of their customers, began in the Spring of 1994 a process of internal customer service analysis. Seven functions were identified for participation in this process. This report details the findings for one of those, Property Management Services.

### METHODOLOGY

Staff of Facilities Management identified individuals from departments that had been users of Property Management Services within the past year. Once identified, these individuals were invited to participate in a Focus Group designed to both evaluate current services and to identify additional and/or unmet needs.

Seven of the identified individuals or a representative designated by them, met together during the second week of May for approximately two hours in a Focus Group lead by an experienced market research professional. Departments represented included the following: Aging Services; Assessment and Taxation; Community and Family Services; District Attorney's Office; Health Services; and Library Services. The remainder of this report presents the findings of the Focus Group session.

### FINDINGS

#### Use of Services

The majority of those participating in the Focus Group had utilized the services of Property Management during the past year to assist them in identifying and/or obtaining new offices. Some had been successful in that effort while others were still engaged in the process. Some were working with internal staff who serve as Project Managers, and others were working or had worked with outside consultants when internal staff had been unavailable. Most had ongoing working relationships with either the Construction Manager or the Property Manager or both.

The actual Property Management services utilized varied by participant. Some participants use Property Management for all aspects of locating, leasing, acquisition and/or property modification. Others act like developers, spending much of their own time seeking out property that meets their needs, talking with landlords and brokers until they "find a package that makes sense." At that point then, they go to Property Management for their assistance. One of the person's working in this way said, " There is never enough staff time. We do it because we have an idea of what we want to look for. It is easier for us to go out and do that. I'm not particularly skilled or capable, but somebody's got to do it."

Others in the group utilized Property Management services from the beginning of the siting process all the way through lease negotiation and remodeling. One person, in a leased building with a resident landlord, performed most of the property management services that were needed himself.

### Over Extension of Existing Staff

As members of the Focus Group shared, in turn, their involvement during the past year with staff of Property Management, it became quite apparent that the scope of work being overseen by the Construction Manager and the Property Manager is enormous. As the discussion proceeded members expressed their surprise at the extensiveness of the projects being handled by these two individuals. As one participant said, "It's only going to get worse."

Many of the concerns which were identified throughout the session, and which are put forward in the pages which follow, were thought to be caused at least in part, by the over extension of existing staff. It was the consensus of the participants that the scope of work and the demands were too great for the number of staff available to address them.

### Strengths of Property Management Services

During the course of the Focus Group discussion, participants were asked to identify the strengths of Property Management. Participants were highly complimentary of the Assistant Director and the Senior Project Manager. These two individuals were described as "remarkably responsive", "accommodating", "unflappable", "articulate advocates for us", "imaginative in their solutions", as "positive," "persistent in the face of constraints," and as "good listeners". One Focus Group member said "They make us feel as if our project is the most important." Participants agreed that Property Management services had improved drastically in the last five years.

One participant described a situation where the county had taken over a building and is now serving as the landlord. He shared that they were viewed well by staff, and seen as both capable and responsive. Another participant noted that a strength of Property Management was the high quality of all the subcontractors.

With respect to Project Managers, Focus Group members described them as "accommodating," having "good technical knowledge," and "educationally well-qualified." One person offered that the good Project Managers were on site every day, checking on the subcontractors.

### Managing the Politics

Several participants expressed frustration stemming from the politics involved in attempting to lease property, particularly within the downtown area. One participant said simply, "Property Management does not have the status it needs to have to move us forward." This lack of status was recognized as not

of the department's own making, but rather as an artifact of county politics. Another participant put it this way, "If staff work says it's a good idea, *ipso facto* it must be a bad idea."

The solution, according to group members, is for the county's Property Management staff to become more politically adept. One member of the Focus Group said, "I don't see the staff as developers or as schmoozers. I see them as technical." This person added that the staff are going to be criticized by their contemporaries in the private development field all the time, and that these are the people that the commissioners are going to turn to because they don't trust their own bureaucracy.

According to Focus Group participants, internal staff need to tap into the commercial real estate community and to begin to develop their reputations with that group. Further, Property Management staff need, according to participants to be keying into the politics of real estate development, particularly when they are focusing in on the downtown area.

One participant expressed disappointment with the written work on space to lease she had received from the Property Management staff when comparing it to a report received from private realtors. "The material," she said, "seemed inferior, inconsistent, costs per square foot appeared to be somebody's best guess, rather than a range, as presented in the realtors' report. We started with very little information from the staff."

In responding to this concern, one participant said, "Facilities is not an expert in this sort of thing. They need to call upon the expertise of the private community, realtors, to find that space. Property Management should be the coordinator between us and the owner of the facility."

#### Roles of Staff and Use of Consultants

Several Focus Group participants expressed confusion about the various roles of the Property Management staff. This was simply put by one participant who said, "I'd like to know what they offer and what are our choices?" This comment was made during a discussion of the use of real estate agents. For some, paying a realtor has not been an option. Others have been able to go to the Board and obtain approval. As one said, "There must be some inconsistencies." Yet another participant said, "The roles and expectations are not really clear. We are not really sure how far their or our role goes in the seeking out of space."

At least one participant questioned whether he would be better off under the new budget where he's paying for services to go outside and get a consultant, because that's the kind of experience he needs. "Right now," he said, "I'd go outside, but if they started to staff differently, it might be different." He added that he would like to have "Somebody else do the research that I'm doing... give me advice that I wouldn't find out later and be sorry about."

In addition to confusion about the use of outside consultants, participants were confused about where the Construction Manager's and Property Manager's responsibilities end and where those of the Project Managers begin. One participant noted that there appears to be a mix of roles, and said "I get confused about who is in charge of what." He added, "It gets to the point where I myself have to make sure they are talking to each other. I don't know where one's sphere of interest stops and another's picks up."

Participants did raise the question as to how Program Managers are assigned, and how it is determined who will utilize in-house staff and who will use outside consultants.

### Needs and Expectations

A few participants noted the need for improved communication with Property Management staff. One said, "I never know who's working the deal, who's going to the board." This is the same person who noted that he had to take the position of ensuring that Property Management staff working on a project were talking with each other.

Another person expressed frustration in working with Project Managers because of her own inexperience, and said that staff assumed that she knew things that she did not. She added that this probably occurred because it was all second nature to them while all new to her. She requested that staff take a more active role in pointing out and notifying her of the ramifications of the decisions she was making before the decisions were made, saying that what she needed was an advocate.

Participants were in agreement that initial communications with Property Management were good, but that the level often was not sustained throughout the project. This did seem to vary by Project Manager. Some reported highly satisfactory communication with their Managers, while others did not. One participant said, "My problem is I can never find my Project Manager."

Participants suggested that internal customers could use more education on the contracting process. Suggestions made to address this lack of knowledge included having Property Management offer a half-day seminar presenting exactly what Property Management goes through in the contracting process. Another participant suggested that a two page handout on things to be aware of when contracting be prepared and circulated to all those engaged in the relocation and/or leasing processes

### Satisfaction Ratings

As part of the Focus Group process, participants were asked to provide confidential ratings on a scale of 1 to 5 of their satisfaction with several aspects of Project Management services, with a rating of 1 being "very dissatisfied" and 5 being "very satisfied".

## 1. Quality of Technical Services

Four of the participants indicated that they were satisfied (rating of 4) with the quality of the technical services provided by Project Management staff. Two participants gave ratings of 3, indicating they were neither satisfied nor dissatisfied with the services. The seventh participant wrote that the services are uneven, some are very good and some not so good.

## 2. Understanding of Needs

In response to an item on satisfaction with the degree to which their needs were understood, participants were very positive. Four said they were very satisfied (rating of 5) and three said they were satisfied (rating of 4).

## 3. Meeting of Needs

Participants were then asked to indicate how satisfied they were with the degree to which their needs had been met. Two participants indicated satisfaction (ratings of 4), three were neither satisfied nor dissatisfied (ratings of 3) and two indicated that they were dissatisfied by giving ratings of 2.

## 4. Satisfaction with Staff

Three questions were asked regarding satisfaction with staff: timeliness of response; courtesy of staff; and technical competence of staff. At the request of participants an additional item was added "Overall satisfaction with skilled workers." Since satisfaction with skilled workers was not the subject of this Focus Group, the results of this rating along with the additional comments which were made on this topic are presented in an attachment to this report

### o Timeliness of Response

Participants were mixed in their satisfaction with staff responsiveness. Two participants reported being very satisfied, three reported being satisfied and two reported being neither satisfied nor dissatisfied. One of the latter reported "sometimes" being dissatisfied with the timeliness of response of Property Management staff.

### o Courtesy of Staff

All participants reported being either satisfied or very satisfied with the courtesy of Property Management staff. Three participants noted that they were very satisfied and four reported that they were satisfied.

### o Technical Competence of Staff

Five of seven of the participants reported being either satisfied or very satisfied with the technical competence of staff. The remaining two participants were neutral, reporting neither satisfaction nor dissatisfaction.

## Overall Satisfaction with Property Management Services

Respondents were either positive or neutral in their overall responses to the services received from Property Management. One reported being very satisfied, three reported being satisfied and two reported being neutral. The seventh reported that the services were good, but that the scope of the services was too limited.

From these ratings it is clear that participants in the Focus Group perceive Property Management staff as doing a good job of understanding the needs of their customers, as being courteous in their interactions with their internal customers, and for the most part as timely in their response. Overall, all of the participants were neutral or satisfied with services received from Property Management staff.

The only area in which dissatisfaction was noted was with the degree to which internal customer needs had been met. Only two participants noted satisfaction on this measure, while two of the remaining five reported actual dissatisfaction. This dissatisfaction is most likely due to the factors previously discussed which include lack of clarity regarding roles, lack of sophistication in the political arena, and the over extension of existing staff.

## SUMMARY AND RECOMMENDATIONS

Members of the Focus Group were mixed in their responses to the services provided by Property Management. While they were for the most part satisfied with the overall services, several issues and concerns, as have been detailed in this report, were identified. The suggestions for addressing those concerns made by Focus Group participants are presented below.

### Recommendations

What follow are the recommendations that were generated by Focus Group participants during the discussion on Property Management services.

#### 1. Address the Issue of Shortage of Staff

Focus Group participants identified as a major issue the shortage of Property Management staff. This staff shortage has resulted in internal customers taking more of the responsibility for identifying and locating appropriate property, more responsibility for managing the details of remodels, and, on occasion, for details of projects otherwise "falling through the cracks".

As previously reported, Focus Group participants were overwhelmed upon hearing of the volume and scope of work of the Construction Manager and the Property Manager. The Group suggested that at least two more individuals

were needed at these levels: One they identified as a "Senior Property Manager Plus", and one as a "Senior Property Manager Minus". These two additional positions would serve to relieve the burden on both the Construction Manager and the Property Manager.

The Focus Group noted that there would be an addition of two Project Managers soon, but felt that additional assistance would still be needed at the levels indicated, with one participant suggesting that every project have a Project Manager.

## 2. Clarification of Roles of Project Management Staff.

Members of the Focus Group are confused about the roles and responsibilities of Property Management staff on at least three levels. First, they are not clear about where the Construction Manager's and Property Manager's responsibilities end and where those of the Project Managers begin. Second, they are unclear about the role and use of consultants in locating and identifying property. Finally, participants were unclear as to what their own roles and responsibilities should be with respect to Property Management staff.

While participants requested this clarification they did not recommend a specific format or means for presenting it. It could, conceivably, be part of the one-half day seminar recommended for educating internal customers.

## 3. Education of Internal Customers

Related to the issue of roles and responsibilities is that of lack of experience, skill, and understanding of the property leasing process among those internal customers using Property Management services. Participants suggested two means for dealing with this need for information. First, they suggested that a one-half day seminar be held to familiarize those going through the relocation process with the process that Property Management staff must engage in. The second recommendation that was made was that a written handout be developed that contained the basic items to be considered and issues to be aware of in the siting process.

Participants asked, too, that Property Management staff take a stronger position with them as customers, in identifying problems, ramifications and potential issues resulting from the decisions they are making, before the decisions are put into place. These internal customers are requesting that Property Management staff use their expertise, not just to support their customers, but also to educate them as to the implications of their decisions, and to do this up front rather than waiting until decisions have been made.

## 4. Develop Respect and Positive Reputation with Private Development Community

Participants were well aware of the political nature of decisions made in obtaining property, particularly within the downtown Portland area, and the

need for Multnomah County's Property Management services to become more tied into the political process. The suggestion was made that Property Management staff begin to develop respect from and a reputation with the private real estate community in Portland.

Although unable to arrive at a consensus on the advisability of such an action, Focus Group members discussed the possibility of having an external committee from the real estate development community that could serve to advise and support the work of Property Management.

#### 5. Use of Professional Real Estate Services

Participants see the property development community as having the knowledge expertise, and resources particularly in the political area that the Property Management staff lack, and suggested that their services be used for identifying space and for siting needs. This would free up Property Management staff and allow them to focus on project management issues. Participants were aware that the county was not desirous of paying the costs involved in using these services, but see it as a way to extend the resources available to Property Management without the addition of staff.

In sum, Property Management faces a number of challenges, ranging from operating successfully in a highly political arena to managing a work load far too extensive for the resources available. By addressing the issues of shortage of staff, by clarifying roles and responsibilities, by educating internal customers and by establishing strong, positive relationships with the professional real estate development community, Property Management should be able to better meet the needs of their internal customers.