

A Proposal for a Joint Consulting Project Between the Portland State University Center for Public Service and Neighbor Works Umpqua

Sampling Method and Survey Instrument Development to Investigate Manufactured Housing Condition, Financing and Occupant Health

Prepared by:

The Center for Public Service (CPS)
Mark O. Hatfield School of Government
Portland State University (PSU)

Proposal Contact Information:

Mr. Kent Robinson
Senior Fellow and Affiliate Associate Professor
Hatfield School of Government
P.O. Box 751
Portland, Oregon 97207-0751

Email: robinsk@pdx.edu

Tel: 503-939-0550

FAX: 503-725-5111

Date: April 15, 2015

Table of Contents

- Summary.....3**
- Brief Understanding of the Issues.....4**
- Strategy to Respond to Issues6**
- CPS Services Proposed for this Project*8**
- Preliminary Scope of Work.....10**
- Data Availability and Limitations.....14**
- Personnel and Budget.....14**
- References Cited in Above Proposal Sections.....15**
- Qualifications for the PSU Center for Public Service (CPS)16**
- Qualifications of CPS Team Members17**
- Appendix A: Team Member Resumes18**

Summary

The Portland State University Center for Public Service (PSU, CPS) proposes a joint consulting project with NeighborWorks Umpqua (NWU) to examine the condition of manufactured housing in rural Oregon communities, and to examine occupant/ owner financial capacity and health concerns. This proposal recommends a seven-month joint project during which CPS will:

- identify the population of manufactured houses in a selected group of rural Oregon counties;
- design a statistically valid sample of the population of manufactured housing units;
- develop an in-person survey instrument to collect detailed data on manufactured housing unit condition and on housing occupants' perceptions of financing options and health concerns;
- pre-test the sampling design and survey instruments;
- instruct and prepare the NWU sampling crews and make other field and mail survey preparations;
- analyze the data collected from the surveys using tabular and statistical techniques.

Depending on available funding, preliminary project scoping recommends between 70 and 120 units for sampling spread across three sub-regions of the state. For liability and safety reasons, we recommend that NWU employee teams perform the survey data collection and make the on-site housing unit condition assessments. The costs for data collection teams, including wages, benefits, travel, vehicles, and computer hardware **are not** included in this proposal.

The results of the data analysis should help NWU respond to issues and questions raised in its grant agreement with the Meyer Memorial Trust (MMT). The analyzed data should provide a snapshot of manufactured housing across rural Oregon, describe occupant and owner perceptions of financing for unit repairs and replacement, and give some indication of whether a correlation exists between housing unit condition and occupant health. This study will **not** be able to identify any specific causal linkages between housing unit condition and occupant health.

This preliminary proposal outlines a six-task project that would span seven (7) months from June 1, 2015 to Dec. 31, 2015. CPS would tentatively provide preliminary analyzed results about Oct. 15, 2015. This six-task package would require an estimated \$32,960 for about 722 hours of student, fellow and staff time.

To further its educational mission to develop public service professionals, CPS proposes to involve Portland State doctoral and Masters level graduates students on the project. We will also take advantage of exceptional, nation-wide student talent by recruiting an Oregon Fellow for the project. The student employees will work under the direction of senior level CPS consultants and PSU faculty.

Brief Understanding of the Issues

NWU, CASA of Oregon, St. Vincent de Paul of Lane County and the Network for Oregon Affordable Housing are all working to improve the safety, energy efficiency, and structural conditions of manufactured housing across rural Oregon. Manufactured housing provides a critical portion of the total housing stock in rural Oregon counties. For example, in Curry County manufactured housing provides 33% of the total housing stock (Klinefelter 2013). Further, manufactured housing is the dominant form of housing in some unincorporated communities. In the Harbor unincorporated area in south Curry County, manufactured housing contributes 58% of all housing units (U.S. Census Bureau 2013).

The age and condition of a manufactured housing unit are key factors in its ability to serve as an effective home and shelter for the occupants. Manufactured housing produced before 1976 may be especially susceptible to degradation and unhealthy conditions. Prior to that date, there was no standardized building code to guide manufactured housing design and manufacture. In 1976, Congress passed a federal, nationwide building code to standardize the structural construction and systems components for manufactured housing. In 1994, additional provisions were included in the federal building code to increase energy efficiency. These dates of code revision indicate a need to allocate survey samples across three time categories: pre-1976, 1976 to 1994, and post-1994.

It is uncertain as to the number of pre-1976 units are still in use across rural Oregon. Older units, manufactured both before and post-1976, may be subject to degradation and failure. In her work in Curry County, Klinefelter assumed that many of these early units are still occupied, often by low-income residents who cannot afford to repair or replace their aging units. By age and use, many of these housing units have exceeded their design life span and have become sub-standard housing. Living in sub-standard units **may** result in occupants having increased risks for respiratory diseases, falls and other health issues (Klinefelter).

Degraded units may have structural issues in roofs, walls and windows. Indoor air quality may degrade because of mold, asbestos and other internal pollutants. Poorly designed units may have limited room for occupant passage leading to an increased risk of falls. Finally, early manufactured units may be insulated poorly or have degraded insulation, which leads to limited energy efficiency. Low-income occupants of manufactured housing may not have the financial resources to make repairs, to replace parts of units, or to replace the entire unit at the end of its useful lifespan. However, repair projects to weatherproof and insulate aging units typically increase efficiency and reduce energy costs to such a degree that it generates an evident monthly payoff to the occupant.

As NWU points out, there is no clear understanding of the structural and systems condition, or energy efficiency of the population of manufactured houses in rural Oregon. County property tax assessment data provides only a few variables of information on each manufactured housing unit, and assessor data does not indicate whether a unit is occupied or not. Because of very limited funding, county assessors may use standard depreciation formulas to estimate the real market value of manufactured units rather than conduct field valuations. To gain a much more complete understanding of these issues, NWU would like to develop a statistically based, cross-section sample of manufactured housing and occupant opinions across rural Oregon counties. A survey to collect data would build a picture of manufactured housing: location (park/ non-park); age and useful service life; degradation and condition; structural quality; living space and appliance systems quality (e.g. plumbing, heating, ventilation); and energy efficiency.

MMT and NWU would also like to understand owner and occupant financial obligations, financial capacity for repairs or housing unit replacement, and perceptions of obtaining and using debt or other financing tools for unit repair or replacement. These issues are complicated by the variety of land or space ownership arrangements. Occupants may own the land on which the home sits on a fee-simple basis. Alternatively, the homeowner may own a space on a fee-simple basis through a coop or association in a multi-unit park. Unit owners in a park may rent a space with utility connections from a nonprofit organization (e.g. St Vincent de Paul in Lane County), or from a for-profit, commercial park owner. The Oregon Housing and Community Services Department website (2015) provides a listing of parks in the state.

NWU would like, if possible, to demonstrate the health impacts and social costs of degraded manufactured housing. With a demonstration of the impacts and costs, NWU and its partners can turn to developing innovative financing programs to assist occupants repair or replace degraded housing units. CPS also understands that the master grant from MMT envisioned sample selection over this last year. Given our recent introduction to the project, CPS recommends data collection over the summer and early fall of 2015.

Strategy to Respond to Issues

An initial review of the issues and available data suggests a survey approach and methodology. The investigatory purpose of the project is for description of the population of manufactured housing unit characteristics and housing occupant perceptions and opinions. The unit of analysis is **the population** of manufactured homes and owner/occupant attitudes at the county or sub-state level.

NWU would like to attempt to demonstrate a linkage or correlation between manufactured unit age and condition, and occupant health. **Developing specific causal links between housing structure and disease condition is beyond the scope of this project.** However, on a population basis by comparing pre-1976, 1976-1994 and post-1994 unit conditions with occupant attitudes and self-reported health conditions, population-level or county-level correlations between variables and factors **may possibly** be detected and demonstrated. The research purpose for this aspect of the project, and for any full-scale sample, would be to identify and describe possible relationships in the collected survey data.

A cursory initial analysis of manufactured home real market value data from county assessors for 2014-2015 is presented in Table 1. We have removed the three metro area counties from this list to retain the focus on rural Oregon. The table indicates that 75% of value is concentrated in 15 of the 33 counties; 85% of the value is in 16 counties. The table also points out a substantial value of manufactured structures in Wasco, Lake, Klamath, Marion, Linn, and Yamhill counties. These counties may be in addition to the Southwestern Oregon Counties in which NWU and its partners routinely work. Only Lane County has more manufactured assessed value (12% of total statewide value) than Wasco County (11.8%).

Table 1				
Non-Metro Counties Real Market Value Proportion				
2014-2015 Assessor Values from OR Dept. of Revenue Website				
County Name	Manufactured Real Market Value (RMV) in \$1,000	Percent of RMV		Cumulative Proportion
Lane	268,089	12.0113	1	12.0113
Wasco	262,492	11.7606	2	23.7719
Marion	176,398	7.9032	3	31.6751
Jackson	158,250	7.0901	4	38.7653
Douglas	147,660	6.6157	5	45.3809
Linn	112,958	5.0609	6	50.4419
Lake	111,854	5.0114	7	55.4533
Coos	97,367	4.3624	8	59.8157
Yamhill	95,835	4.2937	9	64.1094
Lincoln	91,665	4.1069	10	68.2163
Crook	86,062	3.8559	11	72.0722
Curry	66,856	2.9954	12	75.0676
Klamath	64,507	2.8901	13	77.9577
Josephine	58,154	2.6055	14	80.5632
Malheur	50,785	2.2753	15	82.8386

Deschutes	48,547	2.1751	16	85.0136
Polk	41,054	1.8394	17	86.8530
Umatilla	39,857	1.7857	18	88.6387
Benton	39,520	1.7706	19	90.4094
Wheeler	33,202	1.4876	20	91.8969
Columbia	26,897	1.2051	21	93.1020
Clatsop	25,989	1.1644	22	94.2664
Morrow	23,213	1.0400	23	95.3064
Hood River	15,191	0.6806	24	95.9870
Sherman	14,707	0.6589	25	96.6460
Tillamook	14,371	0.6439	26	97.2898
Gilliam	13,721	0.6147	27	97.9046
Wallowa	11,578	0.5187	28	98.4233
Union	11,212	0.5023	29	98.9257
Jefferson	8,296	0.3717	30	99.2973
Harney	6,045	0.2708	31	99.5682
Baker	4,955	0.2220	32	99.7902
Grant	4,683	0.2098	33	100.0000
Washington	0	0.0000	34	100.0000
Multnomah	0	0.0000	35	100.0000
Clackamas	0	0.0000	36	100.0000
Total	\$2,231,970	100.0000		

CPS suggests that climate conditions may act as a driver of structural degradation. Coastal conditions are different from the inland valleys, and again different from the high desert in eastern Oregon. The different temperature, precipitation and humidity, and salt air conditions may result in differing rates of unit degradation. Based on this initial assumption, for practical reasons for survey implementation, and for statistical testing, we suggest breaking the state into four sub-state regions:

- Lane County and Willamette North (Lane, Marion, Linn & Yamhill);
- Southwest counties and coastal (Douglas, Jackson, Josephine, Curry, Coos, Lincoln);
- Central Oregon (Wasco, Deschutes, Curry, Klamath and Lake);
- Eastern Oregon and all others.

The one exception to this sub-state region breakout would be in Central Oregon to select Deschutes County in place of Malheur County. The two counties have similar manufactured home total value, but Deschutes County is much more accessible to a Central Oregon sampling team.

Because of very limited value per county, limited total value, and extended travel and access times, and the effort to obtain and prepare assessor tax rolls, the **Eastern Oregon and Other region would not** be sampled for this project.

For the three remaining sub-regions, the tentative sampling strategy would combine the selected county assessor tax rolls into a sub-region-level sample frame. A frame is a master list approximating all units in the full population of manufactured housing units. Random selection from the frame provides a means to generate a sample from which estimates can be extrapolated back to the full population. The sample drawn from the sub-region frame will identify the units for in-person survey delivery and housing unit assessment.

Tentatively, for each sub-state region, the sample strategy would allocate randomly selected housing units by county, and if available in the assessor data by pre-1976, 1976-1994, and post-1994 unit manufactured age. County assessment rolls should include a real market value (RMV) and square footage for the structure of each assessed manufactured home. Accessing and using this information would allow computation of a dollar value per square foot ratio for each structure. The ratio could possibly serve as a proxy indicator of housing unit age and condition. A simple statistical analysis of the value per square foot ratios would provide variability information to refine (optimize) the allocation of samples within each county.

Depending on available funding from NWU and the number of counties sampled, the sample size for this project could range from 70 to 120 housing units spread over the three sub-state regions.

CPS consultants in consultation with NWU would develop a comprehensive survey form to gather detailed information on house manufacture or install date/ age; occupancy; structural condition, systems and internal condition; occupant perceptions of health; ownership; rental and ownership arrangement; general financial status; repair and replacement history and abilities; and occupant family structure and demographics. This extended, detailed version of the survey and structural assessment would be prepared in electronic version for in-person delivery with a laptop. Electronic video pictures of unit condition could be added to the extended survey record. Hispanic versions of both surveys may need development and comparative testing.

Other survey techniques may deserve consideration. While highly efficient, online self-administration may not be widely accessible to elderly or low-income residents. Online, mail and telephone administration has the weakness of occupant self-assessment of structure and system condition, which may not related to building codes, or other published or professional standards. Contact telephone numbers may not be available from assessor tax rolls. While very costly, in-person administration of the survey with direct data input into a tablet electronic device may be the most effective technique for objective, consistent data collection.

CPS Services Proposed for this Project

Based on the above initial assessment and strategy, CPS can provide assistance with:

- sampling approach and sample scheme development,
- allocation of sample units across counties and the drawing of a sample,
- survey instrument (questionnaire) development,
- survey instrument pre-testing, preliminary data analysis and complex variable refinement, and question refinement,

- survey field preparation, preparation of condition criteria guidebooks, team training, and project management,
- data entry and data analysis of collected survey data.

With its knowledge and access to manufactured housing parks and communities, NWU is in the best position to perform in-person data collection and structural assessment. CPS student employees are not able serve as data collection agents because of safety and liability reasons. NWU would also need to provide team supervision, travel scheduling and dispatch. CPS would provide data upload and initial edit services. NWU will also need to provide the laptop hardware to support the electronic survey questionnaires developed by CPS.

Preliminary Scope of Work

CPS and IPMS recommend their services for a project to include the following work tasks and task elements:

Task I: Obtain, Prepare and Analyze County Assessor Property Tax Rolls:

- Consult with NeighborWorks to identify the southern, coastal, Willamette Valley and central Oregon counties to be included in the study. Determine the available financial resources available for full-scale field survey sampling.
- Obtain the most recent (2014-15) county property tax assessment data from OR Dept. of Revenue for each of the selected counties (expect 15 or fewer counties). Project total cost includes a contingency of up to \$500 for purchase of data from county assessors, government agencies and private organizations.
- Tentative assessment data variables include:
 - County
 - Jurisdiction (city, CDP, unincorporated)
 - Park (identified manufactured home park, no park)
 - Property tax map and lot identifier
 - Property Tax ID number (M, R or P prefix code)
 - State Property Tax Class and or
 - County Property Tax Class (019, 009, 109, 191, etc.)
 - Total Levy
 - Structure Living/ Internal Area (sq. ft.)
 - Real Market Value Total
 - Real Market Value Land
 - Real Market Value Improvement (structure and lot improvements)
 - Assessed Value
 - Year Built/ installed
 - Acreage
- Clean, reformat and prepare assessor data files for analysis. Use Excel or other electronic package to sort, identify and isolate tax records for manufactured housing units. Aggregate and extract tax record data for manufactured housing units. If available, sort manufactured housing data by age classes, pre-1976, 1976-1994, post 1994.
- Obtain the list of manufactured home parks from the Oregon Housing and Community Services agency. On a county basis, identify the number of units in the identified parks.

- From the Oregon Geospatial Enterprise website use the online GIS to identify tax maps and tax lots in the selected counties; to the greatest degree possible identify manufactured home parks. Use to verify the Housing and Community Services listing and to identify clusters of manufactured houses.
- Identify possible indicators of unit age, condition or date of installation from the Oregon Manufactured Housing Association and other experts.

Estimated Task Cost: \$4,300

Task II: Develop Statistical Sampling Procedure; Allocate Sample:

- In consultation with NWU confirm the survey method (e.g. in-person by electronic tablet or another method), determine available resources for survey administration and data collection, compute a preliminary number of sample units.
- Assess potential occupant response and acceptance rates to determine the need for supplemental sample units.
- Use sampling theory and professional expertise to develop a sampling methodology. Allocate sample units by first by county, the second by unit age (pre-1976, 1976-1994, post 1994), thirdly by park or nonpark location. If analysis of value to square foot ratio warrants, optimize sample allocation to refine the age allocation.
- According to the developed sampling design, randomly draw samples from the county assessor rolls.

Estimated Task Cost: \$5,550

Task III: Preparation and Mechanics of Survey Delivery

- Prepare a write-up of human subjects policies and issues following NWU policies and legal guidance.
- If necessary, prepare and submit Portland State Human Subjects Review petition. Ensure protections for elderly, low-income, mentally and physically challenged, Hispanic and Native American subjects. Clarify protections during data analysis and storage for permanent records, e.g. condition photographs. Obtain clearance on human subjects.
- Prepare and reach agreement with NWU on introduction letters, release forms, return postcards requesting contact email or phone number. Establish project communication email address and phone number.
- Following sample selections, extract unit owner name and addresses from property tax rolls; prepare mailing list and label generation.
- Production assembly of letters of introduction, interview scripts and release forms. Include postage to support up to 120 sampled units.
- Obtain or purchase field team laptops or other devices, and upload survey scripts.
- Prepare field measurement/ pictorial guides for condition measurement.
- Package the sampled unit information for field sampling.

Estimated Task Cost: \$5,500

Task IV: Development of the Survey Instrument:

- Consult with NWU to determine housing unit condition, occupant perception/opinion indicators, occupancy and demographic characteristics of interest. Determine a preliminary list of indicator variables including:
 - Location type: park or nonpark,
 - age,
 - verify \$value/ square foot ratio,
 - structural condition,
 - condition of systems (plumbing, electrical, heating) and indoor environment,
 - energy efficiency of unit,
 - repair history and investments,
 - occupant ownership type, park ownership, rentership
 - occupied or vacancy
 - occupant financial resources,
 - occupant health issues,
 - occupant household membership demographics,
 - occupant age, race, ethnic demographics.
- Consult with PSU faculty member Andree Tremoulet (PSU Urban Studies Department adjunct professor) and publications (Klinefelter, Henderson & Dubisson 2013) on the occupant health measures and access strategies.
- Consult literature to identify any other available instruments on manufactured housing condition and quality; homeowner or renter financial resources; occupant demographics; housing occupant health. Adapt and use existing instruments and questions wherever possible in developing this survey instrument.
- Develop the range of variation for each condition indicator and measurement characteristic. Identify variable name and variable level.
- Based on consultations and literature, develop questions to measure the identified condition indicators.
- Develop survey instrument questions; identify multiple aspects of themes and condition measures, develop compound variables as necessary.
- Prepare a data dictionary of all condition indicator variables, including variables for short open-ended responses.
- Develop survey instrument text introduction, sponsor disclosures and human subjects protections.
- Integrate all of the above to deliver a completed survey instrument. Format introductory scripts and survey instrument for delivery media (e.g. pdf data entry form, Qualtrix or other transferrable format).

Estimated Task Cost: \$6,350

Task V: Pretesting and Refinement of Survey Instrument:

- Consult with NWU to develop a small set of pilot testers to attempt the preliminary survey instrument. Based on ease of access, randomly draw a pilot sample of 10-12 units in Lane and Douglas counties for a survey pretest.
- Working with the NWU staff, administer the survey instrument to a few pilot testers in a timed test. Following the test, conduct an informal group interview to obtain feedback. Refine the preliminary survey instrument based on pilot test findings.
- CPS consultants will work with NWU staff to train survey teams.
- NWU staff will administer the pretest survey to 10-12 randomly selected pilot test units; include an open-ended question to gather any information on the instrument design, question content and personal sensitivity, and the survey experience.
- CPS consultants will review the survey administration experience and data results to modify and refine the survey instrument.
- Based on pilot sample results, prepare a data set of survey responses.
- Perform initial statistical and tabular analysis of pretest data; perform correlation statistical techniques to identify inter-variable relationships.
- Refine survey instrument questions and survey administration based on pretest findings.

Estimated Task Cost: \$3,400

Task VI: Data Entry, Data Management and Basic Analysis

- Visual edit of returned paper survey forms; data entry from paper forms
- Edit and data management of paper forms;
- Upload and data management of electronic data;
- Edit, cleaning and formatting of electronic data, management into permanent database, cloud backup and reserve storage, transmittal to NWU;
- Perform basic tabular breakdown, univariate analysis of each variable or indicator, bivariate comparisons and correlations;
- Prepare abbreviated summary report and slide presentation.

Estimated Task Cost: \$5,035

Total Task Costs: \$ 30,135
Total Materials & Travel: \$ 2,825
Total Project Cost: \$ 32,960

Data Availability and Limitations

The proposed scope of work heavily relies on property tax assessment and real market value (RMV) data maintained by county assessors in about 15 Oregon counties. CPS may be able to obtain standard property tax rolls with 2014-15 data from the Oregon Department of Revenue. Property tax service district boundaries, tax maps, tax assessment data, and tax data files typically follow a standard content and format; however, but we may need to consult individual county assessors to learn the strengths and weaknesses of each county's data. This proposal assumes timely availability of assessor property tax assessment and value data. Missing, inconsistent, unavailable or delayed delivery of data, if sufficiently severe, could delay work task completion. CPS will use available data and make its best attempt to complete the contract by the prescribed completion date.

Personnel and Budget

To accomplish the proposed project, CPS has developed a preliminary estimate the needed level of resources for this project:

Position	Hours	Rate	Charge
CPS Senior Fellow Consultant Upper	53.0	\$180/hr.	\$ 9,540
Doctoral Graduate Student	187.0	\$42/hr.	\$ 7,854
Oregon Fellow	400.0	\$22.50/hr.	\$ 9,000
Masters-level Graduate Student	63.5	\$32/hr.	\$ 2,032
Other PSU Faculty and Fellow Specialist Hours	19.0	\$90.0	\$1,710
Travel, Contingency for Electronic Data Purchase, Postage, Printing, Supplies, CPS Staff Support Expenses	NA		\$ 2,824
Total Hours & Total Charge	722.5		\$32,960

All administrative costs are included in the per hour rates. We expect to adjust the relative hours worked by these and other individuals to assure high quality and efficient project completion.

To fulfill its educational mission, CPS will hire and actively involve several Masters or doctoral-level graduate students on the project work team. Through their participation on the project team, the students will gain insight into local government programs and procedures, enhance their professional skill level beyond the classroom level, and gain experience in acting as a consultant.

References Cited in Above Proposal Sections

Klinefelter, Annette. (2013). Health Impact Assessment Housing Stock Upgrade Initiative. Curry County Economic Development. Brookings, Oregon.

Klinefelter, Annette, Tia Henderson, Nadege Dubisson. (2013). Health Impact Assessment Housing Stock Upgrade Initiative. Curry County Economic Development. Brookings, Oregon: <http://public.health.oregon.gov/HealthyEnvironments/TrackingAssessment/HealthImpactAssessment/Documents/Mini%20Grantee%20Reports/ReHome%20Curry%20HIA%20Report%20Revised%2012%204%2014.pdf> Funded by Oregon Public Health Division grant. Accessed on March 22, 2015.

Oregon Housing and Community Services Department. (2015). Manufactured Communities Resource Center, An Overview: <http://www.oregon.gov/ohcs/Pages/manufactured-dwelling-park-services-oregon.aspx> Accessed on April 13, 2015.

U.S. Census Bureau. (2013). Selected Housing Characteristics, 2009-2013 American Community Survey 5-Year Estimates for Harbor CDP, Curry County, Oregon.

Qualifications for the PSU Center for Public Service (CPS)

The Center for Public Service is a unit of the Hatfield School of Government within the College of Urban and Public Affairs at Portland State University. The Hatfield School of Government is Oregon's primary provider of advanced education and research services in Criminal Justice, Public Administration, and Political Science. Within the Hatfield School, the Center for Public Service serves as a bridge between the faculty and students of the Hatfield School, and local governments, nonprofits and the public in the Oregon and Southwest Washington region. The Center provides advanced professional education services, training and technology transfer services, and research and consulting services to clients in the region. CPS research and consulting services draw on the extensive expertise of the Hatfield School faculty and from a group of senior fellows with expertise in local, state and federal administration. Portland State University is an Oregon state agency able to enter into inter-governmental agreements.

The Center for Public Service (CPS) has strong experience consulting with local governments, state and federal government agencies and nonprofit organizations. The Center has taken on a wide variety of projects in recent years including: public safety assessments, performance cost analysis, organization reform and human resource system assessment, and diversity training and diversity program development. CPS is currently involved with a public safety program assessment in Creswell, Oregon, and an annexation study in Brookings, Oregon. CPS recently completed (February 2014) an analysis of the fire and emergency service provided by the City of Gresham to the Cities of Fairview, Troutdale and Wood Village (Three Cities) (total budget \$35,400). The final report for this study and the final Power Point presentation are posted at:

<http://www.pdx.edu/cps/profile/three-cities-fire-and-emergency-services-project>
http://www.slideshare.net/psu_cps/psu-fire-ems-council-presentation-handout-3-414

References:

Bill Peterson: Wood Village City Manager: billp@wood-village.or.us
Samantha Nelson: Fairview City Manager: nelsons@fairview.or.us
Craig Ward: Troutdale City Manager: craig.ward@troutdaleoregon.gov

Qualifications of CPS Team Members

CPS has assembled a small team of experienced and knowledgeable senior fellows for this project. The senior team members will provide: project administration, coordination and team management skills; technical expertise in sampling methodology, survey development, statistical and tabular data analysis, and interviewing skills; oral presentation skills; and the mentoring of graduate student team members. Senior team members include:

- Kent Robinson, PhD, CPS Senior Fellow and Adjunct Associate Professor in Public Administration at PSU – faculty oversight and sampling methodology expertise.
- Bob Winthrop, CPS Senior Fellow – Production costing expert and data analyst.
- Phil Keisling, CPS Director.

CPS senior team members bring extensive experience to this type of project. Kent Robinson has background in natural resource sampling and statistics, experience in the field implementation of surveys, and teaches the Public Administration Financial Management course. Kent acted as team leader on a fire and emergency medical services system assessment and service alternative development project for the cities of Fairview, Troutdale and Wood Village. Bob Winthrop has extensive experience in data analysis and manipulation, and in local government financial and cost analysis for public safety services. The CPS team will also have access to the faculty expertise at Portland State. This expertise includes specialists in urban studies, public health, public finance, geographic information systems, and analytic techniques. Portland State also supports the consulting team through its library, access to technical journals, and information technology.

To fulfill its educational mission, CPS will also hire and actively involve several graduate students on the project work team. If possible, we will hire an Oregon Fellow to work full-time on the project over summer 2015. Through their participation on the project team, students will gain insight into local government programs and procedures, enhance their professional skill level beyond the classroom level, and gain experience in acting as consultants. We include the resume of Molly Luetzgerodt as representative of the type of graduate student that will be employed on the project.

We have included detailed resumes for the proposed team under Appendix A below.

Appendix A: Team Member Resumes

Kent S. Robinson, PhD

Email: robinsk@pdx.edu, krobinphd@gmail.com

Office: Urban Center 570T

Cell: 503-939-0550

Fax: 503-725-5111

Website: LinkedIn: <http://www.linkedin.com/pub/kent-robinson/14/561/b94>

Recent Positions and Projects

Project Manager Gresham City Council Leadership Systems Project, Portland State University Center for Public Service (CPS). April 2014 to Present. This small consulting project provided a performance review of the City of Gresham, Oregon city council planning, agenda, and executive control systems. Ensured completion of a contract for service, coordinated a guest senior fellow, faculty, and two masters-level graduate students. Data collection included existing records and files, and interviews of the mayor, several city counselors, the deputy city manager, and the public works director. Currently completing a draft slide presentation, which when completed will stand as the final product for the project.

Project Manager Three Cities Fire and Emergency Service Project, Portland State University Center for Public Service (CPS), March 2013 to February 2014. This project provided a comprehensive service demand and risk review, financial assessment, and program alternatives for fire and emergency medical services as purchased by the cities of Fairview, Troutdale and Wood Village, Oregon. Contributed a major role in proposal preparation, team development and graduate student hiring, project work planning, task management and team coordination, presentation preparation, policy and alternative development, and final report preparation. Provided expertise on property tax revenues and limitations, computed the fire and emergency medical service demand risk analysis for the unified Three Cities service area.

Lead Author of a Team of Four Authoring a New Textbook on Local Public Budgeting. Book will be released in late August 2014. *Budgeting for Local Governments and Communities*, provides a first-course text in public budgeting and finance for graduate students in public administration and nonprofit management. The text covers governance theory, revenues and forecasting, budget process planning, budget formats and department requests, basic fund accounting, organization budget development, overview of capital budgeting, and financial reporting. We place primary emphasis on local government budgeting, and extend basic concepts to nonprofit organizations and integrated community budgeting.

Key Positions

- Senior Fellow in the Center for Public Service (CPS) and Adjunct Assistant Professor in Public Administration, Portland State University. Sept. 2011 to Present.
- Assistant Professor (tenure track), Seattle University, Institute of Public Service, Seattle, Washington. September 2005 to August 2010.
- Policy and Programs Analyst, American Forest & Paper Association (AF&PA). Washington D.C. Oct. 1987 to June 1995.
- Forestry Technician. Boise Cascade Corporation, Seaside, OR, Summers 1977 & 1978.

Education

- Ph.D. Public Administration & Policy, Portland State University, 1996-2004
- M.S. Forest and Wood Sciences, Colorado State University, 1984-1987
- B.S. Forest Management, Oregon State University, 1974-1979

Robert Michael Winthrop

3042 S.W. Hampshire Street
Portland, Oregon 97205
(503) 477-6094
bobwinthrop@yahoo.com

SUMMARY OF SKILLS

- Successful public and private sector career improving government and health care finance
- Highly skilled at communicating technical information
- Outstanding ability to conduct sophisticated financial analysis
- Proven capacity for leadership, mentoring, and supervising

EXPERIENCE

- 2011 – Present **Portland State University, Hatfield School of Government**
Senior Fellow, Center for Public Service. Primary Data Analyst for Three Cities Fire and Emergency Services Project. Led the multi-phase Total Employer Cost of Compensation Study to quantify public sector compensation costs in Oregon jurisdictions and the 2013 Pension Analysis Present Value Study comparing Oregon PERS to systems in Washington and Idaho.
- 2012 – Present **Kaiser Permanente of the Northwest** Portland, Oregon
Senior Financial Consultant. Provide analysis and support for medical services purchased from outside vendors and support the internal Quality and Service Division.
- Completed analysis of dialysis & ambulance claims and recommended effective measures to mitigate cost over runs and monitor progress toward achieving revised spending goals.
 - One of Kaiser Northwest's first Cognos BI software users to analyze insurance claims data.
- 2009 – 2012 **City of Portland, Police Bureau** Portland, Oregon
Director of Resource Planning and Analysis. Provided direction and analysis for all areas of the Police Bureau's budget including personnel, operating supplies, fleet, telephones, and facilities. The Bureau had over 1,200 members and an annual budget of more than \$170 million. Supervised the Alarms, Management Services, and Quartermaster divisions.
- Prepared an analysis in collaboration with division managers that was used to persuade the City Council to increase Police Bureau materials and services appropriations by \$2 million.
 - Created clear financial & personnel dashboards using the new SAP financial system.
 - Spearheaded, developed, and assisted in implementation of efficiency programs related to fleet, phones and inter-agency charges for annual financial improvement of over \$500,000.
- 2001 – 2009 **Public Financial Management, Inc.** Minneapolis, Minnesota
Senior Managing Consultant, Strategic Consultant. Led national fee study practice, managed teams and provided expertise on multiple projects for governmental entities.
- Conducted analysis on service sharing and cost reduction in Baltimore, MD; Memphis, TN, and Erie County, NY
 - Established and marketed activity-based cost analysis fee study practice bringing in revenues of \$1 million over three years.
 - Identified additional revenue & cost savings in functions such as fire and emergency services, buildings, parks, & police.
- Senior Managing Consultant, Financial Advisor.* Assisted governments in issuing debt.
- Guided the strategy for a governmental entity to work out a bond issue headed for default.
 - Wrote and led client training seminars on bond finance including "The Pitfalls and Minefields of Issuing Municipal Debt" and "Know Your Rating Agency."
 - Earned the Certified Independent Public Finance Advisor designation.

EDUCATION

New York University

Robert F. Wagner Graduate School of Public Service, MPA.

Specialization: Finance. Capstone project: Determinants of the Role of State Governments in the Financing of Primary and Secondary Education from 1970 to 1990.
Public Service Fellow

University of Wisconsin - Madison

Bachelor of Science. Double major: Political science and mathematics. Alworth (5-year) & R.O.T.C. scholarships

ADDITIONAL EXPERIENCE

- 2009 – Present **The Public Strategies Group**
Member, Public Strategies Group Network. Analyzed, researched and wrote sections for a report identifying new approaches to solving budget problems for the State of Minnesota.
- 1998 – 2001 **New York University Robert F. Wagner Graduate School of Public Service**
Adjunct Lecturer in Public Finance. Taught a course on financial management of public sector organizations that included both financial and managerial accounting.
- 1997 – 2004 **United States Army Reserve**
Major, Finance Corps. As commander of the 7th Finance Detachment in New York City from 1997 to 2000 oversaw the increase in unit strength from 23 members to 33 members. Led two successful deployments to Germany for annual training. Received the top evaluation rating from a General officer.

OTHER

President, Congregation Beth Israel Brotherhood (2011 – present)

Advisor, National Government Finance Officers Association Committee on Governmental Budget and Fiscal Policy (2006 – 2009)

Member, City of Minneapolis Development Finance Committee (2005–2009)

Parent Member, Burroughs Community School, Site Council (2008–2009)

Member, St. Paul Area Chamber of Commerce Fiscal Policy Committee (2004 – 2009, Chair 2007)

Member, Citizens League Transportation & Policy Advisory Committees (2002 – 2009)

Director, Minnesota Institute of Public Finance (2001– 2006)

Publications: “The Business Optimization Task Force Model” (April 2012), “Determining the Cost of Vacancies in Baltimore” (June 2009) and “Making an Argument for Police Enforcement Costs: The St. Paul Fee Study Experience” (October 2008); *Government Finance Review*, Government Finance Officers Association, Chicago.

References available upon request

PHIL KEISLING

Director, Center for Public Service – Mark O. Hatfield School of Government

Portland State University

503-725-8168 keisling@pdx.edu

CAREER HIGHLIGHTS: Proven research capabilities, demonstrated leadership and management success in both the public and private sectors; excellent writing and public speaking skills; and proven fundraising and business development abilities. Highlights:

- 10 years as an Oregon State elected official (Member, Oregon House of Representatives; Oregon Secretary of State (Lieutenant Governor));
- 6 years as a journalist and editor, in Oregon and Washington D.C.;
- 10 years as a corporate executive, responsible for new Business Development; Sales and Marketing initiatives; and the management of a \$10 million, 100 employee business unit;
- Extensive fund-raising experience, personally raising over \$2 million for several election bids (Oregon State Representative and Secretary of State); three statewide ballot measure initiatives; and two non-profit organizations (Oregon Progress Forum and Oregon Public Affairs Network).

EXPERIENCE

2010-present: Mark O. Hatfield School of Government at Portland State University

As Director of the Center for Public Service, oversees more than a dozen separate programs serving local, state, federal government, and international organizations in the U.S. and several countries (including China, Japan, and Vietnam).

Specific programs and responsibilities include:

- October 2011 2nd International Conference on Government Performance Management and Leadership, with Lanzhou University
- Executive Master in Public Administration Program
- Executive Leadership Institute
- Institute for Non Profit Management

2000-2009 CorSource Technology Group (aka ProDX and Hepieric, Inc.)

Originally hired in 2000 to focus on business development; subsequently filled various roles of increasing responsibility. Highlights:

- 2000 – 2002: *VP of Business Development*. Responsible for identifying new prospects and clients for our IT staff augmentation and software project divisions. Despite the 2001-02 recession, efforts resulted in more than \$1.5

million in new, realized revenue from a variety of new clients including Claimsdesk.com; Pacificorp, State of Oregon, and Roseburg Forest Products.

- 2002-2006: *VP and General Manager, ProDX unit*. Responsible for managing 10 direct reports in Portland and Seattle (sales people and recruiters), and 60-100 contract employees deployed at more than 25 clients. In a highly competitive market, took an unprofitable, change-resistant organization with about \$8 million annualized revenue and 22% gross margin, and grew it to \$11 million (annualized), operating profitably at almost 30% gross margin.
- 2006-2009: *Executive VP of Sales, Marketing, and Business Development*. Business Development efforts (primary focus) yielded 31 new clients in 4 years, generating over \$4.1 million in realized revenue. Wrote and produced a wide range of marketing materials, including the company's first comprehensive annual report, numerous case studies, a new website, and collateral used in opening a new market in 2009 (California Bay area).

1991-1999 Oregon Secretary of State

Second-ranking elected official for state of Oregon. Appointed in 1991 and then elected in 1992 and re-elected in 1996. Highlights:

- Managed a 200-person agency responsible for a wide range of functions, including Elections; Audits; Archives; and Corporation divisions. Over 9-year period, significantly expanded service offerings and improved the quality of service, while consolidating functions and reducing staff by more than 10%;
- Expanded Oregon's Vote By Mail election system, administering the nation's first-ever U.S. Senate election held exclusively by mail (1996). Led the successful, voter-improved initiative in 1998 to institute Vote by Mail for all Oregon elections;
- Transformed the agency's Auditing function from having a near-exclusive emphasis on financial audits to greatly expanded performance auditing. More than 50 such performance audits revealed inefficiency and waste in a wide range of state programs.
- Oversaw several major e-Government" projects that used technology to increase the transparency, cost-effectiveness, and quality of agency services. These included moving the publication of administrative rules on-line, and the conversion of the state's mainframe "Business Registry" function to a web-accessible format to allow Oregonians to register businesses entities directly.

1989-91 Oregon State Representative

Elected in 1988 to represent House District 12 (portions of SE and SW Portland). Re-elected in 1990; resigned in January 1991 to become Secretary of State. Main legislative efforts included: chairing a special sub-committee that produced Oregon's nationally-recognized Toxic Use Reduction Act; sponsoring a wide range of education reform legislation; and securing permanent funding for Oregon's Youth Conservation Corps community service program.

1985-88 Staff Assistant and Press Secretary, House Speaker Vera Katz

Main policy efforts included education reform (creation of Oregon's first Mentor Teacher and Teacher Corps program); tax policy (including sales tax legislation); and various land

use/transportation issues (including an unsuccessful effort to relocate the inner eastside portion of 1-5).

1978-84 Reporter and Editor, Willamette Week (1978-81) and The Washington Monthly magazine (1982-84).

Researched and wrote more than 150 in-depth articles and essays on a wide range of state and national topics, including the state Legislature; education reform; entitlement programs; military spending; and the 1980 presidential campaign. Published work also included op-ed pieces in the *New York Times* and *Washington Post*, and two cover stories for *The New Republic* magazine.

Other experiences: Chief petitioner, Open primary ballot initiatives (2006 & 2008); chair, Oregon Progress Forum (1999-2003) and Oregon Public Affairs Network (2000-2006); founding Board member, Childsworld Preschool (1997-2005); speechwriter, Tom McCall for Governor (1978); page, Oregon State Senate and committee staff assistant to Sen. Ted Hallock (1975)

Education, Teaching Experience and Other Published Work:

- B.A., American Studies, Yale College, 1977
- Adjunct Instructor, 400-level seminar on Investigative Reporting, UO School of Journalism, Spring Quarter 1990
- Co editor (with Charles Peters) of Neoliberalism: A New Road for America, 1983 (Conference Proceedings)
- “The Role of Partisans in the Initiative Debate,” Willamette Law School Journal, Volume 34, winter 1998.

MOLLY K. LUETTGERODT

1550 Maple Street, Lake Oswego, Oregon 97034. 619.977.1247. Molly.Luettgerodt@gmail.com

A talented and driven public works professional specializing in project management, budgeting, procurement, human capital development, and strategic and operational planning for local government.

QUALITIES AND ABILITIES

- Respected among colleagues and executives as a motivated leader with enthusiasm, good judgment, and a big-picture vision.
- The ability to speak and translate the many “languages” of local government, effectively engaging with all specialties at all levels.
- Comfort under pressure in meeting deadlines and delivering high quality products for a heavy project workload.
- Fully integrated expertise in operational planning, budget management, and all phases of purchasing and contracting.
- Experience in hiring, training, supervising, and facilitating the disciplinary process for a diverse team of employees.
- Capable of affecting organizational change through crafting strategic plan goals, policies, and performance measures, composing standard operating procedures manuals, and representing my team in business process reengineering.
- Proven aptitude for clear and concise written communication and practiced in the arts of public speaking and negotiation.
- Proud to provide the highest quality customer service to the public and my partners inside and outside the organization.

EDUCATION

- Candidate for Master’s Degree in Public Administration – Local Government, Portland State University, 2013 – 2016
- Bachelor’s of Arts in Environmental Studies, Minor in Business Administration, University of San Diego, 2005, *cum laude*

PROFESSIONAL EXPERIENCE

Graduate Assistant, August 2014 - present

Center for Public Service, Portland State University

- OPPMA Project Manager: Fostered relationships through outreach and conference planning to further organizational objectives.
- Total Employer Cost of Compensation Study: Conducted cross-jurisdictional research to aid local agencies in fiscal optimization.

Management Audit Intern, September - December 2013

Audit Services Division, City of Portland, Oregon

- Conducted an independent performance audit of the City’s procurement practices, requiring design and implementation of research methodologies and crafting recommendations to improve compliance, efficiency, and effectiveness.

Land Use/Environmental Planner series, 2007 - 2013

Department of Public Works Environmental Services Unit, County of San Diego, CA

Professional Progression:

- Rose through the ranks from Land Use/Environmental Planner I, II, and III classifications in four short years.
- In 2012, became the youngest Department staff in the management classification when promoted to Planning Manager.

Achievements:

- Project management: led environmental analysis and obtained wetland and endangered species permits for controversial multi-million dollar capital and habitat restoration projects.
 - *Specialization:* State- and federally-funded transportation projects such as bridge replacement and road widening.
 - *Featured Project:* As Project Manager for the South Santa Fe Avenue Reconstruction Project, one of the largest, most complex, and most costly road projects undertaken by the County, I gained State approval of an Environmental Assessment covering over 100 property takes, environmental justice for minority and low income displacements, hazardous materials contamination, large-scale wetland impacts, unmitigable noise affects, a historic highway designation, railroad crossings, and cross-jurisdictional impacts spanning an unincorporated area and two cities.
- Budgeting and Financial Operations:
 - Assumed primary management of a \$2.2 million Division operating budget, including revenue development, long-term forecasting, and quarterly progress reporting to executive management.
 - Played a developmental role in the annual preparation of the Capital Improvement Program.
 - Administered day-to-day purchasing and financial operations via the enterprise resource planning system.
- Contracts: procured and managed 19 as-needed consultant contracts totaling \$10 million in annual capacity, including tracking utilization of disadvantaged business enterprises for meeting social equity goals.
- Directed administrative functions to improve office operations and efficiency:
 - continually sought out and nurtured business development opportunities for new revenue;
 - coordinated funded positions at federal and state agencies to expedite project approvals;
 - facilitated functional threading by leading inter-departmental coordination meetings; and
 - prepared legislative program recommendations in the interest of the Department.

Associate Planner, 2005 - 2007

Jones & Stokes Associates (now ICF International, Inc.), San Diego, California

- Developed long-range community plans and performed environmental review for projects including the City of Lake Elsinore General Plan and the Salton Sea Integrated Management Plan.

ACCOLADES

- Recipient of two departmental Leadership Awards - 2011, 2012
- Recipient of two departmental Customer Service Awards - 2008, 2012
- Recipient of three departmental Teamwork Awards - 2008, 2010
- Recipient of countywide innovation award for improving business practices - 2011

PROFESSIONAL MEMBERSHIPS

- Association of Environmental Professionals, 2005 - present
- Oregon Chapter, International City/County Management Association, 2013 - present
- Oregon Emerging Local Government Leaders, 2013 - present
- American Society for Public Administration, 2013 - present
- Women's Transportation Seminar, 2013 - present

REFERENCES

Mr. Drummond Kahn, Director
City of Portland Audit Services Division
Supervisor
503.823.3536
Drummond.Kahn@portlandoregon.gov

Ms. Cynthia Curtis, Land Use/Environmental Planning Manager
County of San Diego Department of Public Works Environmental Services Unit
Colleague, Former Supervisor
858.342.3045
Cynthia.Curtis@sdcounty.ca.gov

Ms. Sue Waters, Land Use/Environmental Planner II
County of San Diego Department of Public Works Environmental Services Unit
Direct Report
619.549.1956
Sue.Waters@sdcounty.ca.gov

Mr. Kevin Hovey, Senior Environmental Planner
California Department of Transportation
Colleague
619.688.0240
Kevin_Hovey@dot.ca.gov