

**MULTNOMAH COUNTY DRAINAGE DISTRICT  
COMMON VISION ACTION PLAN  
2009**

**“MISSION STATEMENT”**

The Multnomah County Drainage District protects lives, property and the environment through innovative, proactive leadership assuring a reliable, well-managed floodplain.

**“VISION STATEMENT”**

Multnomah County Drainage District # 1 provides flood protection for people, property and the environment within a 25 square mile managed floodplain along the Columbia River in Northeast Portland, Gresham and Fairview. The District works in a spirit of collaboration and mutual respect with commercial, industrial and agricultural business owners, residential associations, government bodies, environmental and non-profit groups and regulatory agencies that each have interest in the success of these efforts. The District earns respect from these diverse parties because of its energetic and consistent attention to ongoing technical innovation and improvements, business efficiency, regulatory compliance, cost containment and its commitment to being a conscientious, cost-effective steward of the environment. The District extends this innovative, reliable and efficient service to three other drainage districts in the managed floodplain- Peninsula Drainage District #1, Peninsula Drainage District #2, and the Sandy Drainage Improvement Company.

## **GOALS**

### **1. MANAGEMENT OF THE FLOOD CONTROL SYSTEM FOR RELIABILITY AND SAFETY**

Using innovative technology and expertise:

- Maintain and improve the thirty-one miles of levees to Federal levee design standards.
- Maintain 35 miles of conveyance systems to assure a reliable, one hundred year flood control system.
- Operate and maintain 11 pumping facilities (kept this in because MCDD does do this) equipped with modern mechanical and electronic equipment to manage stormwater to meet water level control goals.
- Manage water level control to provide environmental benefits and meet deicing, recreational, regulatory and other prescribed needs.
- Provide continuous and reliable monitoring and adjustment to systems before and during storms and high water events.
- Continue to incorporate new technologies to increase the capability for and reliability of managing the flood plains.
- Coordinate with other agencies to ensure the highest possible protection of land, property and lives through the flood control system.
- Determine certification requirements for the 500-year levee certification.
- Continue coordinating with other agencies to provide a unified emergency command system.

#### **1.1 Key Objectives**

1.1.1 Capital Improvement Plan (CIP). Annually update a five-year Capital Improvement Program and expand to a ten-year plan. Project sponsor: Bob Eaton. Project manager: Dave Hendricks and Adam Zucker. Draft of district plan by December 2009.

1.1.2 Drainage Basin for South West Quad (NE 33<sup>rd</sup> Basin). Assist the Port of Portland and City of Portland to develop a conveyance master plan for the basin based on the 2008 LOMR. Project sponsor: Dave Hendricks; Project manager: Adam Zucker. Timeline: June 2009.

1.1.3 Low Flow Management. Evaluate impacts to system of low flow management. Sponsor: Dave Hendricks; Project Manager: Adam Zucker. Deadline: October 2009. About 50% done.

1.1.4 Evaluate Levee Systems. Identify upgrades necessary and prepare reports for 500-year Flood Certification. Sponsor: Dave Hendricks; Project Manager: Adam Zucker. Deadline: Undetermined

1.1.5 Develop Internal Plan to Train Appropriate Staff in the Integrated/Unified Incident Command System. Sponsor: Bob Eaton; Project Manager: Dave Hendricks. Deadline: October 30, 2009.

1.1.6 SCADA System. Continue to upgrade SCADA system and install security cameras as needed. Project Sponsor: Dave Hendricks; Project Manager: Adam Zucker, Justin Krueger, Steve Luna. On-going.

1.1.7 Determine costs to upgrade pump station #1 with variable frequency drive motors and evaluate feasibility of installing a micro-turbine. Project Sponsor: Dave Hendricks; Project Manager: Adam Zucker. Deadline: June 2009.

## **2. INNOVATIVE, PRACTICAL AND COLLABORATIVE ENVIRONMENTAL STEWARDSHIP**

- Utilize best management practices to comply with environmental regulations.
- Support agencies and stakeholders in meeting their mandated water quality and environmental requirements.
- Continue to advocate with regulatory planners for landowner incentive programs that would meet regulation compliance while allowing property development consistent with business requirements.
- In conjunction with meeting its flood control mandate, the District will continue partnerships to explore and implement practical environmental innovations to improve water quality and habitat.
- Engage stakeholders and partners to produce cost-effective results.

### **2.1 Key Objectives**

2.1.1 Continue to implement Best Management Practices to assist the Cities with their water quality and other environmental regulations. Project Sponsor: Dave Hendricks. Project Manager: Justin Krueger. Deadline: On-going

2.1.2 Incentive Advocacy - Advocate for landowner incentive programs through adoption of Metro Title 13, Nature In Neighborhoods, by the cities of Fairview, Gresham and Portland. Project Sponsor: Bob Eaton; Project Manager: Bob Eaton and consultant. On-going.

2.1.3 Enhancement of Ditches. Extend meander and terracing design concept to secondary ditches, including Elrod Drive ditch. Project sponsor: Dave Hendricks; Project Manager: Adam Zucker. Deadline: Continuous effort based on budget and opportunities for partnering. On-going

2.1.4 Columbia Slough Watershed Counsel action plan implementation. Continue to coordinate with CSWC on its action plan and assure that District priority projects are considered for funding. Project Sponsor: Bob Eaton; Project Manager: Bob Eaton. Deadline: On-going.

## **3. STAKEHOLDER CONFIDENCE**

- Engage all stakeholders – District landowners, governments, regulatory agencies, non-profit and neighborhood organizations, and other groups - to assure that our services meet or exceed expectations and that calls and correspondence are responded to in a timely and effective manor.
- Work cooperatively with other governments, Drainage Districts, and agencies to assure that the district can carry out its mission effectively.
- Provide excellent customer service to the three additional districts and their landowners where we provide expertise and service.
- Provide progressive education to public and landowners to instill confidence in the reliability of district functions and facilities.

### **3.1 Key Objectives**

- 3.1.1 Regular Meetings with Agency and Organization Staff and Other Leaders. Includes PDX, Cities of Gresham, Fairview and Portland, CSWC, CCA and others. Project Sponsor: Bob Eaton; Project Managers: Dave Hendricks and Bob Eaton. Deadline: Continuous Effort.
- 3.1.2 Attend Neighborhood Meetings as Necessary or as Invited. Project Sponsor: Bob Eaton; Project Managers: Bob Eaton and Dave Hendricks. Deadline: On-going
- 3.1.3 Attend Technical Advisory Committee Meetings. Staff will attend appropriate TAC meetings for projects that affect the district and where a stakeholder agency would appreciate or expect our involvement. Project Sponsor: Dave Hendricks; Project Managers: Dave Hendricks, Bob Eaton and Adam Zucker. Deadline: On-going.
- 3.1.4 District Image. Pump station, vehicle and equipment improvements show pride of ownership. Project Sponsor: Dave Hendricks; Project Manager: Steve Luna, Justin Krueger, Adam Zucker, Tom Anderson, David Berry, Josh McNamee, Keith Radcliff, Bob Sutela. Deadline: On-going
- 3.1.5 Review Drainage District Information Found on the Web. Project Sponsor: Bob Eaton; Project Manager: Gloria Gallego and Dave Hendricks. On-going.

## **4. EXCELLENT BUSINESS MANAGEMENT PRACTICES**

- Engage in ongoing business process improvements.
- Establish operational standards and monitor effectiveness.
- Implement and monitor best management practices that reduce costs and improve efficiency.
- Maintain and build upon excellent staff-board relations to assure quality service.
- Identify and utilize appropriate new technologies to improve business efficiency.
- Develop comprehensive risk management plans for the organization.
- Budget development and tracking process by cost center. Still needed as goal?

### **4.1 Key Objectives**

- 4.1.1 Organizational Structure. Monitor organizational structure to assure good communication, where roles and accountabilities are clear. Project Manager: Bob Eaton. Deadline: Continuous Effort. On-going.
- 4.1.2 Equipment Management Control. Continue input, organize Manager Plus and evaluate training for full utilization. Project Sponsor: Bob Eaton. Project Manager: Dave Hendricks, Justin Krueger, Steve Luna and Josh McNamee. Deadline: On-going
- 4.1.3 Operations manual. Update, consolidate and create new operational policies for the district. Project Sponsor: Dave Hendricks. Project Manager: Justin Krueger and Steve Luna. Deadline: Finalize 2009.
- 4.1.5 Emergency Plan. Update the emergency action plan to become more user friendly and incorporate new procedures and communications. Project Sponsor: Adam Zucker. Project Manager: Adam Zucker. Deadline: December 2009
- 4.1.6 Develop Risk Management Plan. Sponsor: Bob Eaton; Project Manager: Janet Olson, Gloria Gallego, Ben Malsey. Deadline: Spring 2009.
  - 1) Financial Emergency Practices. Produce a formal, written procedure for emergency financial practices in the accountant's absence. Sponsor: Bob Eaton; Project Manager: Janet Olson. Deadline: Phase 1 by Spring 2009.
  - 2) Financial Emergency Practices. Produce a formal, written procedure for emergency financial practices when the office is without power or unavailable for use, including options for an auxiliary office. Project Sponsor: Bob Eaton; Project Manager: Janet Olson. Timeline: Spring 2009.
  - 3) Meet Audit Standards. Work with auditor to assure compliance with all audit standards for information, reports and data. Project Sponsor: Bob Eaton. Project Manager: Janet Olson. Timeline: Summer 2009.
- 4.1.7 Reprogram Server to be More Effective and Efficient. Project Sponsor: Adam Zucker. Program Manager: Adam Zucker, Gloria Gallego, Janet Olson, Ben Malsey. Timeline: Summer 2009.

## **5 EXPERIENCED, QUALIFIED, ENTHUSIASTIC WORKFORCE**

- Attract, develop and retain employees who are qualified to do the job today and committed to developing the skills to do the job tomorrow.
- Provide employee development targeted at meeting current and future district goals.
- Anticipate and plan for future staffing needs.
- Recognize employees for their contributions as individuals and as team members.
- Continue to maintain and build a work environment that supports excellent team work.
- Record and pass on institutional knowledge.

### **5.1 Key Objectives**

- 5.1.1 Individual Development and training plans. Continue employee work plans and evaluate for funding needs for 2009-2010 budget year. Project sponsor:

Bob Eaton; Project manager: Bob Eaton and Dave Hendricks. Deadline: March 2009

- 5.1.2 District employee and program recognition. Continue to seek opportunities to showcase the district's staff and program. Project sponsor: Bob Eaton; Project managers: All. Deadline: On-going.
- 5.1.3 Work environment and conditions. Continue to explore and implement ways to improve the working environment at the District. Project sponsor: Bob Eaton; Project managers: All. Deadline: On-going.
- 5.1.4 Employee safety. Continue to assure employee safety through timely OSHA and SDAO safety trainings, programs and equipment that are regularly reviewed and analyzed for effectiveness. Project Sponsor: Bob Eaton; Project Manager: Justin Krueger. Deadline: On-going
- 5.1.5 Field crew productivity and communication. Continue to improve field crew productivity and efficiency by increased supervisory communication (including front end planning input), regular meetings and other techniques. Project sponsor: Dave Hendricks; Project Manager: Justin Krueger and Steve Luna. Deadline: On-going.
- 5.1.6 Seek and nurture long-term employee relationships. When hiring, give priority to those willing to enter into long-term relationship with the District. Project Sponsor: Bob Eaton; Project Managers: Bob Eaton and Dave Hendricks. Deadline: On-going.
- 5.1.7 Prepare white paper that analyzes future employee needs. Paper would consider imminent block retirements, new hire strategies, employee training and other considerations. Project sponsor: Bob Eaton; Project manager: Bob Eaton and Dave Hendricks. Deadline: Winter 2008-2009.
- 5.1.8 Continue to mentor and share institutional knowledge. Project Sponsor: Bob Eaton; Project Manager: Dave Hendricks, Bob Eaton, Steve Luna. Deadline: On-going.
- 5.1.9 Continue to support employee formal educational opportunities. Project Sponsor: Bob Eaton. Timeline: On-going

## **6 SHORT AND LONG TERM PLANNING TO MEET CURRENT REQUIREMENTS AND ANTICIPATE FUTURE ISSUES.**

- Continue to meet federal, state and local regulations.
- Continue to manage, evaluate and update all regulatory permits.
- Continue to implement the sediment management plan.
- Define ownership, responsibility and liability for culverts and pipes.
- Develop a fair and equitable regional stormwater plan for East County watersheds shared by the Drainage Districts and the Cities of Troutdale, Fairview, Wood Village and Gresham, and Multnomah County and Oregon Department of Transportation.

### **6.1 KEY OBJECTIVES**

- 6.1.1 Develop an Army Corps of Engineers individual permit. Project Sponsor: Dave Hendricks; Project Manager: Dave Hendricks and Adam Zucker. Deadline: 2009
- 6.1.2 Implement Sediment Plan. Determine project budget for 2009-2010. Project sponsor: Dave Hendricks. Project manager: Justin Krueger. Deadline: On going.
- 6.1.3 Culvert and pipe ownership. Finalize options for ownership, responsibility and liability for culverts and pipes; determine policy for board adoption. Project Sponsor: Bob Eaton; Project Manager: Dave Hendricks. Deadline: May 2009.
- 6.1.4 Regional Stormwater Plan and CIP.
  - Phase Two – Agree on tasks, timelines and cost sharing for consolidating existing stormwater plans by all partners; adopt IGAs. Project Sponsor: Bob Eaton. Deadline: Fall 2009.
  - Phase Three – Create consolidated regional plan including maintenance strategies. Project Sponsor: Bob Eaton and agency partner reps. Project manager: Bob Eaton. Deadline: Spring 2010.
- 6.1.5 Track and implement Nature in Neighborhoods (Metro Title 13) as it is adopted into ordinance by individual cities. Project sponsor: Bob Eaton; Project manager: Dave Hendricks and Consultant. Deadline: On-going

## **7. SOUND FISCAL MANAGEMENT WITH SUFFICIENT FUNDING AND SYSTEMS TO MEET DISTRICT REQUIREMENTS.**

- Improve and maintain fiscal accountability practices.
- Improve ongoing financial processes for cost-efficiency.
- Establish operational standards and monitor effectiveness.
- Capital Improvement Plan (specific to MCDD).
- Improve equitable sharing of costs between districts.

### **7.1 KEY OBJECTIVES**

- 7.1.1 Financial and accounting systems that meet Generally Accepted Accounting Practices. Maintain and improve. Project Sponsor: Bob Eaton; Project Manager: Janet Olson. Deadline: On-going.
- 7.1.2 Financial and Accounting Systems. Improve for efficiency and identify and implement reporting needs. Project Sponsor: Bob Eaton; Project Manager: Janet Olson. Deadline: On-going.

## **8. EDUCATION AND OUTREACH**

- To improve the quality and quantity of communication between the Districts and their landowners and other organizations they work with.
- Create a better understanding of what the Districts do, and how well they do it.
- To foster respect and cooperation for the Districts' mission among other governmental agencies.
- To encourage people to feel comfortable contacting the Districts with any questions or concerns they might have.

## **8.1 KEY OBJECTIVES**

- 8.1.1 District Tours - Invite interested groups for a tour of the district once a quarter.  
Project Managers: Bob Eaton and Dave Hendricks. Deadline: On-going.
- 8.1.2 Public Events – Attend with staff and booth. Project Managers: All staff.  
Deadline: On-going
- 8.1.3 Attend Public Meetings - Periodically attend the open meetings of non-profit organizations, neighborhood associations, city councils and planning agencies.  
Project Managers: All staff. Deadline: On-going
- 8.1.4 Leadership In Organizations - MCDD staff should take advantage of opportunities to sit on the boards or advisory committees of related organizations. Project Sponsor: Bob Eaton; Project Manager: Bob Eaton. Deadline: On-going
- 8.1.5 Stakeholder information. Various methods of conveying information to stakeholders will be utilized and annually analyzed for effectiveness.
- Annual Report. Prepare, place on website and distribute an MCDD annual report beginning with FY 2007-2008. Project Sponsor: Bob Eaton. Project Manager: Bob Eaton. Deadline: Spring 2009
- Planning for content and design – February 2008  
Writing - March 2009  
Publication - April 2009
- Newsletter. The Executive Director e-newsletter will be continued, the mailing list expanded and the product distributed through the Website.  
Project Sponsor: Bob Eaton. Project Manager: Bob Eaton, Gloria Gallego.  
Deadline: On-going.

## 9. **GREEN INITIATIVE**

- Reduce district energy and operation costs
- Support use of alternative energy sources
- Reduce greenhouse gas emissions/global warming
- Minimize environmental impact
- Reduce carbon foot print
- Enhance Public Image

### 9.1 **KEY OBJECTIVES**

**The following objectives will be analyzed, other initiatives added, assign sponsors and managers, and a final recommendation will be made for next year's strategic plan.**

- 9.1.1 Solar Panels on pump stations.
- 9.1.2 Heat pump in maintenance shop instead of oil burner.
- 9.1.3 Multi flush toilets.
- 9.1.4 Hydro electric turbine on discharge points from pump stations.
- 9.1.5 Goats for invasive weed control.
- 9.1.6 Use recycled building materials when performing projects.
- 9.1.7 Purchase a four wheeler or gator to use instead of a pickup on applications.
- 9.1.8 Reduce size of fleet vehicles.

- 9.1.9 Purchase a 6 pack 1 ton flat bed.
- 9.1.10 Switch from diesel to bio-diesel.
- 9.1.11 Plan a clean up day sponsored by all four Drainage districts.
- 9.1.12 Purchase a hybrid vehicle.
- 9.1.13 Continue and improve district recycling already in place.
- 9.1.14 Put a environmentally friendly logo on emails or web site.
- 9.1.15 Buy earth friendly office cleaning supplies.
- 9.1.16 Find ways to use less paper.
- 9.1.17 Attend selective seminars on Green workings.
- 9.1.18 Move to a four day work week cut all costs.