

Release version 2.
Minor corrections to the Sept. 19, 2016 version.
Latest version: See the link in the last section.

Corrections and suggestions happily accepted.

Proposal: Audit and Restructure the Portland Development Commission

The Portland City Auditor's Office says city contracts are badly managed. The Portland Auditor's Office issued a report titled [City Council Grants: No competition and limited oversight](#) (Jan 21, 2016, PDF file)

The report was covered by the local media:

[Auditor Slams City Hall for Tens of Millions in Uncompetitive, Untracked Grants](#)
(Willamette Week, Jan 21, 2016) Quote:

“City gave money away without criteria or accountability, audit finds.”

[Audit: City Council awards millions in grants with no competition and little oversight](#)
(Portland Tribune, Jan 21, 2016) Quote:

“According to the audit, although all grants over \$5,000 must be approved by the council, requesting them is an informal process between the mayor and commissioners and not always accompanied by self-explanatory paperwork. In addition, once grants are approved, they are frequently added to the base city budget and the expenditures continue for years without further review.”

This article discusses a recent Portland city contract that also shows poor city management. The Auditor's report above mentions sloppiness in giving grants, but the insufficient attention to spending is more widespread. Apparently city employees don't know enough about building improvement projects to supervise the consultants the city hires.

URLs provided for those with printed copies:

Auditor: [http://www.portlandonline.com/auditor/index.cfm?
c=69674&a=560518](http://www.portlandonline.com/auditor/index.cfm?c=69674&a=560518)

Willamette Week: [http://www.wweek.com/news/2016/01/21/auditor-slams-
city-hall-for-tens-of-millions-in-uncompetitive-untracked-grants/](http://www.wweek.com/news/2016/01/21/auditor-slams-city-hall-for-tens-of-millions-in-uncompetitive-untracked-grants/)

Portland Tribune: [http://www.pamplinmedia.com/pt/9-news/289694-167046-
audit-city-council-awards-millions-in-grants-with-no-competition-and-little-oversight](http://www.pamplinmedia.com/pt/9-news/289694-167046-audit-city-council-awards-millions-in-grants-with-no-competition-and-little-oversight)

**One example of
Portland City mismanagement:

Planning to force the closure
of one of the largest galleries
of contemporary art in the world**

The PDC has made arrangements that will force the closure of a world-famous, extremely successful, block-long art gallery. The gallery, [The Real Mother Goose](http://therealmothergoose.com), sells the work of more than 900 artists. PDC managers and contractors have given no indication that evicting successful businesses is of any concern.
URL for printed copies: <http://therealmothergoose.com/locations.htm>

The PDC plans a \$25,000,000 major renovation mainly on the 1st floor of the modern 10th and Yamhill parking structure. The PDC says the store area needs improvement. However, the gallery's yearly sales have increased 600% in the last 30 years. The gallery is doing extraordinarily well at that location.

[City planning a \\$25M Smart Park renovation](#) (Aug 16, 2016, Portland Business Journal)

URL: <http://www.bizjournals.com/portland/blog/real-estate-daily/2016/08/city-planning-a-25m-smart-park-renovation.html>

The PDC's present intentions will cause an estimated 60 people to lose their jobs. That fact seems to be completely avoided in Portland city government documents.

The PDC first gave notice of eventual eviction in 2008, 8 years ago. At that time, the PDC said it intended to “demolish” the entire building! The 8-year threat of closure for renovation caused other stores in that parking structure to be empty or to be occupied temporarily. The notice of intention to evict caused the loss of the excellent Japanese restaurant, Bush Garden. Only the block-long gallery and the Peterson's on Morrison convenience store stayed. Each year the people who work at those stores have wondered if they will lose their jobs.

The city allows contractors to charge huge amounts per hour. For example, an August 15, 2016 Portland city document says that a sub-contractor, [KPF](#), can charge \$75 per hour for clerical workers. Here are 3 of the workers:

Kathy Odell	Clerical	\$ 75.00
Christine Le Jeune	Clerical	\$ 75.00
Mark Kastner	Clerical	\$ 75.00

The Portland city government is agreeing to allow KPFF to charge the equivalent of \$150,000 per year for clerical workers! The Ordinance says that Mayor Hales and Commissioners Fritz, Saltzman, and Novick agreed to that amount.

The contractor will certainly not pay a clerical worker \$150,000 per year. The pay might be \$40,000 and \$10,000 for health insurance and overhead? That would mean that the Portland city government is giving a gift of \$100,000 of taxpayer money, *for each clerical worker*, to the owner or owners of the contracting company. Why? Lack of efficient government oversight? Bribery? Will the contractor give cash to Portland city officials?

The file name of the contract is [187951 FFA Architecture and Interiors, Inc. 10th and Yamhill SmartPark Garage renovation project architecture and design services exhibit.PDF](#). See page 7. The document is not dated, but the 4th line says it was effective Aug. 15, 2016. (As was mentioned, link locations are given for those with printed copies.)

URL: <http://efiles.portlandoregon.gov/Record/9739910/File/Document/>

The contract that will evict the stores was given without sufficient oversight. Documents establish that the contracts don't need to be given to the lowest bidder..

More about the gallery: [The Real Mother Goose](#) gallery at 901 SW Yamhill in Portland, Oregon, is located in the bottom floor of the parking structure, at the east end. The [Changes Designs to Wear](#) artistic clothing gallery at 927 SW Yamhill, the west end of the parking structure, is part of the block-long gallery. The entrance to the parking structure is at 730 SW 10th Ave, between SW Yamhill and SW Morrison, but city documents call it the "10th and Yamhill parking structure".

The block-long gallery is a destination listed in guidebooks sold in other countries. It's common to hear shoppers there speaking a foreign language. The gallery also occupies an area on the Morrison side of the building it uses for receiving.

URLs: <http://therealmothergoose.com/>

http://www.therealmothergoose.com/collections/collections_changes.htm

The PDC document [10th & Yamhill Garage Project board report](#) says on page 3, "*Summer 2017 Tenants to vacate*". The PDC's first plan to evict was made public 8 years ago. The 29 employees of the art gallery have wondered every year if they will lose their jobs.

URL: http://www.pdc.us/Libraries/Board_Reports/Report_16-25_pdf.sflb.ashx

It is doubtful that the PDC's plan to evict the popular gallery can be financially successful. The parking structure is almost full most of the day. If there are to be more customers, where would they park?

On both sides of that parking structure there are MAX public transit train stops.

Public transit in Portland has not been managed as a full system. Instead, the transit system has been managed so that employers can pay so little that employees cannot afford a car.

It is common to see less-advantaged people on the Portland trains or buses. It is common to experience things that might possibly result in some danger to riders, such as someone who is obviously mentally unstable. The result is that people of average income or better are discouraged from riding the trains and buses.

Many less-advantaged people ride public transit, often people who have had difficult childhoods. A small percentage of such people engage in theft.

The parking structure is diagonally across the street from the Multnomah County Main Library. Disadvantaged and homeless people like to spend time in front of the library. The library has drinking fountains, toilets, and shelter from the rain.

Most retail stores would not want to be exposed to such people.

Portland is extremely lucky that the block-long gallery is in that location. All the managers of stores in that parking structure, including the managers of the gallery, complain about some of the people who spend time around the building.

However, the gallery doesn't have things most thieves want to steal. It would be difficult for a poor person to sell art. Also, it would likely be obvious that the art was stolen, and from where.

Other retailers would not do as well in that location.

Will Portland city managers be able to find another business as prestigious and successful as the gallery to take the gallery's space? No. The gallery sells custom-made jewelry, for example, that costs thousands of dollars. As was mentioned above, the gallery not only has the block-long store on the SW Yamhill side of the building, it uses one of the spaces on the SW Morrison side for receiving. It is bad management to evict a world-class business when it is unlikely that it will be easy to get a comparable new tenant.

The parking structure is not perfect, but there is no need to spend \$25 million of taxpayer money on renovation . There are needed improvements, costing far less, that would not drive out the successful businesses.

Incremental improvements could be done on Sundays when the gallery is closed. The other stores in the building could be improved by also having them close on Sundays until work is finished.

The PDC plans for renovation won't be complete until July 2018, after the eviction. The documents that mention the renovation show quick drawings and splashes of color. Apparently the PDC doesn't allow the public to know about any of its plans in advance of agreeing to a project, other than some very limited information.

Can Portland City managers charge more after renovation for the other store areas that will be evicted and renovated? That's doubtful. The Peterson's on Morrison convenience store at 922 SW Morrison St. is well-managed and very popular.

The PDC gives illogical reasons for the renovation. The PDC emphasizes the importance of a one-block-wide area between SW Morrison and SW Yamhill. The PDC implies that other areas of the city are less important. The renovation won't give the benefits the city implies, and there are drawbacks the city doesn't mention.

Negative issues are avoided. There appears to be nothing in the many Portland city government documents that acknowledges the destructiveness of the PDC's project.

Other than in the auditor's office, there seems to be very limited awareness in the Portland city government of poor city management.

Portland city government documents are often very poorly written. There are meaningless sentences like "*Employ a set of tactical tools to implement the Retail Spine*". There are extremely misleading statements. There are statements that seem to be made with deliberate intentions to be dishonest. It is difficult to navigate the Portland city government web sites.

City managers are apparently not qualified to supervise building contracts. Contractors have a conflict of interest; they make more money if they suggest more work. There seems to be no one in the Portland city government who has both the technical knowledge and the staff authority to supervise building contractors. The proposed renovations to the 10th and Yamhill parking structure seem to be arranged by contractors to give maximum income to the contractors.

The problems existed long before the present mayor, Charlie Hales, was elected. Vera Katz, mayor for 3 terms from Jan. 1993 to Dec. 2004 seemed uninterested in details. A former employee of Tom Potter, mayor from Jan. 2005 to Dec. 2008, told me recently that Potter was not qualified for the complicated challenges of a city government. A gay publication opposed the candidacy of Sam Adams, who was mayor from Jan. 2009 to Jan. 2013. His involvement with the gay culture distracted him from managing.

The present mayor, Charlie Hales, has had the enormous challenges of leading an organization that had many years of sloppy management.

**If the PDC forces the gallery to close,
these artists, and more than 900 others,
will lose an excellent place to sell their work.**



Jan Gordon:
Custom jewelry



Bob and
Laurie Kliss



Patrick
Horsley



Stephen
Hatcher



Carter
Smith

Why doesn't the gallery move to a new location?

1. Could the gallery find another block-long space? Probably not. Most retail spaces are much smaller.
2. Moving the gallery would require a re-adjustment by the thousands of local customers and travelers who shop there.
3. Moving the gallery would require an enormous effort by the owners of the gallery.
4. If the gallery were moved to another location in Portland owned by the city, the PDC could decide to evict it again.

Reasons for an audit and restructuring of the Portland Development Commission

1. **The 8-year history of the PDC's plan to evict the block-long gallery shows shocking incompetence.** Originally, in 2008, the PDC planned to *demolish* the entire parking structure! The PDC gave notice to all the businesses in the 1st floor of the parking structure that they would be evicted.

Because of the notice of eventual eviction, the PDC lowered the monthly payments of all the stores in the building. The total loss of lease income over the last 8 years is perhaps \$2,000,000, the author of this article estimates, and possibly more.

2. **The PDC engages in pretend democracy.** Public meetings are held, but important information is not disclosed. What the PDC does is apparently mostly hidden from the taxpayers that support the PDC.

When the PDC is asked for more information it makes replies that give nothing useful, in the experience of the author of this article.

3. **Avoid appearance of bribery.** When city employees interact in a hidden manner with organizations and people, there is a strong possibility of bribery or the appearance of bribery.

4. **PDC documents are often poorly written.** There is often a robotic office-speak that shows no serious intention or ability to communicate. For example, see this 2009 PDC document: [Downtown Portland Retail Strategy Implementation Approach](#). On page 13 of that document, PDF file page 15, the title says,

“Employ a set of tactical tools to implement the Retail Spine”.

Maybe this is a translation: “We don't have anyone who is even remotely qualified to understand the challenges of city development. We want to try to manipulate readers to accept hidden intentions by using meaningless words.”

Attempted manipulation is dishonesty. Everyone who is involved in dishonesty must be eliminated from the organization.

URL: http://www.pdc.us/Libraries/River_District/Downtown-Portland-Retail-Strategy-Implementation-Approach_pdf.sflb.ashx

5. **There must be new rules for city development organizations.** An audit will help in defining new rules. See the next section for suggested rules.

6. **Designs for improvements must be completed and available for public discussion long before decisions are made about having the work done.** No sensible decisions can be made about having the work done if Portland city managers and the public don't know what work is intended.
7. **When negotiations are secret or mostly secret, city officials tend to give wealthy organizations or people what they want.** Well-paid lobbyists can spend huge amounts of time making their ideas sound better than they really are. Alternative ideas may seem weak because no one communicated them clearly.
8. **At present, city employees hire outside consultants to do work that must be done internally.** At present, often the city employees apparently don't know enough about a project to supervise the consultants. The consultants use a lot of murky language to get what they want.
9. **A shared opinion: Jordan Schnitzer, a Portland real estate developer, asks for reorganization of the PDC:**

“PDC needs to be scrapped as it is now, and it should be given a total fresh look, rebuilt from the bottom up...”

“Public agencies have an even greater obligation to be transparent, honest and direct and to act in a way that the community can be proud of. With Centennial Mills, I was aghast as a citizen at how callous and irresponsible I believe PDC was in listening to who they work for — and that is the citizens.”

Schnitzer also said he doesn't think PDC listens to citizens' concerns and desires and that the agency has lost its primary focus.

Jordan Schnitzer is the son of Arlene Schnitzer, for whom the [Arlene Schnitzer Concert Hall](#) was named. The quotes are from a Portland Business Journal article, [Cover Story: The Portland Development Commission's uncertain future](#) (May 6, 2016).

The author of this article has *far* less experience with the PDC, but those statements are his understanding, also.

URL: <http://www.bizjournals.com/portland/print-edition/2016/05/06/cover-story-the-portland-development-commissions.html>

10. **The PDC should not try to start a huge new project at the end of a city administration.** Portland will have a new mayor in January 2017, Ted Wheeler.

Suggested rules for city organizations

Only written discussion and negotiation is allowed. No private contacts.

1. All documents are public, easily available immediately on the internet.
2. Each city official involved in every arrangement must sign a statement that there is no conflict of interest, for every document.
3. Before there is any action, there must be sufficient time given so that decisions and plans can have effective review by local citizens and everyone who is interested.
4. Government web sites must be easy to navigate. Document titles and file names must indicate the content.
5. Government agencies must have managers who have the technical and managerial ability to supervise, criticize, and improve proposals. Government agencies cannot rely on outside contractors for advice and management because contractors have a conflict of interest; contractors make more money if they propose more complex work.

**PDC documents in 2008:
The intention then was to “demolish”
the *entire parking structure*.**

Memorandum

Location of the 2008 documents (search for 6629):

Title: 2008 Portland Development Commission Document Archive

<http://www.pdc.us/about-the-pdc/meetings/archive/2008.aspx>

Title of the document on that web page:

Memorandum of Understanding with Portland Office of Management and Finance and Carroll Investments for redevelopment of 10th & Yamhill Garage

Title of the document on the first page of that document:

Resolution No. 6629 Authorizing The Executive Director To Enter Into A Memorandum Of Understanding With The Office Of Management And Finance And Carroll Investments For Redevelopment Of The 10Th And Yamhill Garage Located At 730 Sw Tenth Avenue

File name: [Resolution+6629.pdf](#) (PDF file)

Date on the document: August 13, 2008

URL: http://www.pdc.us/Libraries/Board_Resolutions/Resolution_6629_pdf.sflb.ashx (PDF)

Board Report

Title of the 2nd document on the 6629 line of the 2008 documents:

Report Number 08-109 Memorandum of Understanding with the Office of Management and Finance and Carroll Investments Inc. for Redevelopment of the 10th and Yamhill Garage

File name: [Report+08-109.pdf](#) (PDF)

Date on the document: August 13, 2008

URL: http://www.pdc.us/Libraries/Board_Reports/Report_08-109_pdf.sflb.ashx (PDF)

The plan to demolish would have been destructive to downtown Portland.

During the years of demolishing and rebuilding, it would have been *extremely difficult* to find parking around the Central Library or Nordstroms, for example. Demolishing the parking structure would have removed 797 parking spaces. During the day perhaps 650 or more of those spaces are in use. The years of truck traffic would have discouraged visitors.

Newspaper articles from 2006 and 2008: There was a sense that something was wrong.

[Demolition Derby](#), Willamette Week, July 18, 2006

“Why a moneymaking garage for the city may get destroyed, and a nearby private garage may benefit.”

The article says the parking structure at 10th and Yamhill was “*the second busiest of seven city-owned garages*” in 2006. Since then it has become busier.

For years, the parking structure has been mostly clean of the smell of urine, probably because there are now [public toilets](#) nearby.

The article contains wild exaggerations. The parking structure was never “*a dump*”. The article says “*crews... called to clean up... the building 183 times in May*”. That would be 6 times a day. The author of this article and people he knows would have noticed so many “crews”. Apparently someone gave Willamette Week wildly exaggerated information.

Quote:

“We think 10th and Yamhill is a real linchpin to developing the West End,” Edlen says.

That statement seems wildly illogical, since there are many very old buildings nearby that are not being “developed”, even now, in 2016, 10 years later.

A “linchpin” is something that holds parts of a complicated structure together. That word does not apply in this case; the city needs commercial spaces and parking places everywhere downtown. Also, that parking structure is not at the “West End” of Portland.

Why were there extreme statements, and no details? What was the actual underlying purpose of that original proposal to demolish a very busy parking structure?

URL: <http://www.wweek.com/portland/article-5845-demolition-derby.html>

[City sets Yamhill makeover](#) (July 7, 2008)

“City tells Bush Garden, Mother Goose it will subsidize their rent.”

<http://www.bizjournals.com/portland/stories/2008/07/07/story1.html>

[Public toilets in downtown Portland](#)

<https://www.portlandoregon.gov/parks/article/408226>

The Portland Bureau of General Services is now BIBS, the [Bureau of Internal Business Services](#). URL: <http://www.portlandoregon.gov/bibs/>

PDC documents in 2016:
**The intention now is to “renovate” the retail stores
on the 1st floor of the parking structure,
and remove 2 elevators.**

The major renovations will reduce the income of surrounding businesses.

The renovations will require truck traffic that interferes with everything in that area. Customers, employees, and residents will find it more difficult to park. There has apparently been no mention in city documents of the negative side-effects of the planned renovations.

Title: 10th & Yamhill Garage Project Board Report

The PDC document [10th & Yamhill Garage Project board report](#) says, “*Summer 2017 Tenants to vacate*”. The plan to evict has been there since 2008, for 8 years. The 29 employees of the art gallery wonder if this time they really will lose their jobs.

Title:

Board Report – Amending IGA with PBOT for 10th & Yamhill Garage Project

Document date: May 11, 2016 File name: Report_16-25.pdf

URL: http://www.pdc.us/Libraries/Board_Reports/Report_16-25_pdf.sflb.ashx

Quote:

“Key concepts of the Retail Strategy include ... calling out key redevelopment opportunities within the retail core...” (page 2)

Comment: The PDC identifies one part of downtown Portland as more important than another by saying “retail core”.

Phrases like “calling out key redevelopment opportunities” are meaningless, but are intended to get readers to believe they are meaningful. There seems to be an intention to convince people of something that in fact was decided for reasons that the PDC is hiding. If so, that is fraud: A deliberate deception used to get a dishonest result.

Quote:

“At the time of signing the IGA in 2011, the Project site was proposed for demolition and full redevelopment within a public/private redevelopment scenario.” (page 2)

Comment: The amazingly foolish idea of “demolition” of the parking structure was still being considered only 5 years ago, and was mentioned in a document written in 2016, with no acknowledgment of the lack of logic.

Quote:

“The retail space may not generate returns at levels or in time frames as anticipated for a \$5,000,000 investment.” (page 4)

Comment: It seems *extremely* unlikely that evicting a block-long world-class art gallery and the well-managed [Peterson’s Convenience Store on Morrison St.](#) would result in an improvement in city income that would repay the reported \$25,000,000. investment.

The PDC's 2016 plans share characteristics with the 2008 plans.

These observations are based on the experiences of the author of this article with the [Portland Development Commission](http://www.pdc.us/), PDC. URL: <http://www.pdc.us/>

1. PDC managers make decisions privately. They don't sufficiently educate the general public about what they are doing.
2. There are often illogical statements in PDC documents.
3. Some of the PDC's decisions seem wildly illogical. Either there is little thought involved, or the real reasons for the decisions are intentionally hidden because the reasons would not be accepted if they were public.
4. When asking for information about what the PDC is doing, there are several kinds of replies, in the experience of the author of this article:
 - a. Someone says complicated things that contain no underlying information.
 - b. Someone gets someone else to make a reply that contains no information.
 - c. Supposedly a reply will be given later.
 - d. An employee is obviously annoyed that someone is asking questions. The employee tries to limit conversation by being disrespectful.

PDC Adopted Budget for the Fiscal Year 2016-2017: \$3.4 million per employee

The [PDC Adopted Budget for the Fiscal Year 2016-2017](#) says that 86 PDC employees will spend \$296,372,887 in one year. That's \$3.4 million per employee, many of whom are support staff. (PDF file, page 15)

The PDC project listed on page 2 as number 1 is “*PDC supports 10 minority-owned small businesses... to increase growth and success rates among business owners of color*”. See the business owners in the top photo on the cover page. There are many, many businesses owned by minorities. How were those 10 chosen? Is the PDC qualified to make sociological improvements? How does skin color define need for government help?

The PDC will buy the Main Post Office? That document also says that the PDC plans to buy the [Portland Main Post Office building](#). (PDF file, page 2, number 2) There is apparently no information about what the PDC would do with the building, where the Post Office would relocate, or what communication there has been with the U.S. Postal Service.

Document date: No date shown! For the fiscal year 2016 to 2017.

File name: PDC_FY_Adopted_Budget_FY2016-17_pdf

URL:

http://www.pdc.us/Libraries/Budget/PDC_FY_Adopted_Budget_FY2016-17_pdf.sflb.ashx

**The contractor
FFA Architecture and Interiors
was chosen to design the
parking structure renovation.**

There is a huge conflict of interest. If a contractor proposes a complicated re-design instead of simple improvements, the contractor makes more money.

Design errors seem frequent. Judging from the [FFA Architecture and Interiors web site](#), the company frequently makes design errors:

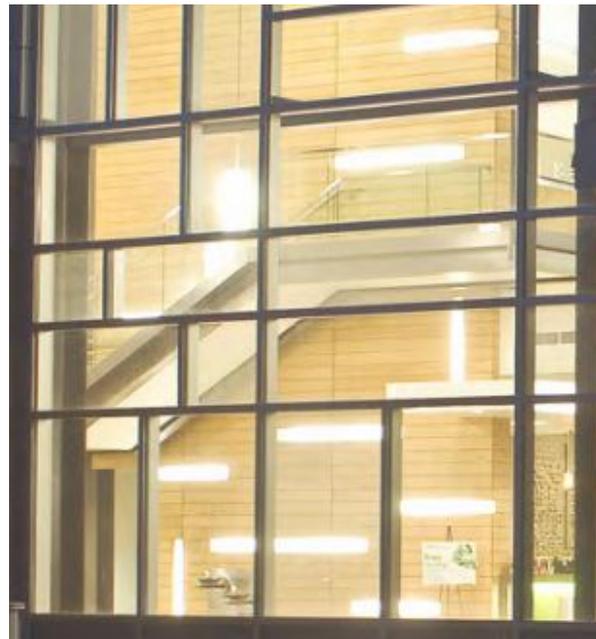
1. **Unnecessary complexity**
This part of a photo on the FFA home page shows what is apparently a renovated industrial interior with 3 kinds of lights.

URL:
<http://ffadesign.com>



2. **Unnecessary patterns**
Why are these window frames oddly designed? From [Civic.pdf](#), page 20.

URL:
<http://ffadesign.com/pdfs/civic.pdf>



3. **Bad choice of colors**

In the building shown in the photo at the right, rather than alternating brown and black, it would have been better to make everything the same shade of light brown. From [moravc.pdf](http://www.ffadesign.com/pdfs/awardsheets/moravc.pdf), page 2.



URL:

<http://www.ffadesign.com/pdfs/awardsheets/moravc.pdf>

Putting new glass fronts on the 10th and Yamhill parking structure cannot provide all the benefits that are assumed in the contract.

This photo of the corner of the parking structure at SW 9th and Morrison shows the limits of making the retail first floor more open to view.



Both SW Yamhill and SW Morrison Streets are narrow one-way roads. The MAX transit lane is next to the building on both streets.

Those streets don't get a lot of car traffic.

Putting a glass front on both sides of the building would not have the same effect in that location as it would in a shopping mall that has a large, flat parking area in front. People don't often cross the street in the center of the block, or stand on the opposite sidewalk, so they won't see a wide expanse of windows from a distance.

The stores on the first floor have the huge benefit of the pedestrian traffic of people exiting the parking structure.

Traffic problems during construction The planned major renovations will cause traffic problems during the year or more of construction. Are the nearby stores and businesses ready for the long-term loss of business caused by discouraging customers?

Minor improvements to the parking structure would be helpful.

Better lighting To the left of the transit train and the right of the stairs, the photo on the previous page shows a dark interior. That interior gives a negative impression because it is very poorly lit. Better lighting would help.

Better heating and cooling The city has not maintained the heating and cooling system of the 10th and Yamhill parking structure.

The author of this article asked one of the Portland city maintenance workers to clean the air conditioning heating and cooling coils in the room on the top floor of the parking structure. The coils were obviously full of dirt, making the air conditioner less efficient. He refused to do the work.

Changes to be avoided

Don't cut the trees! In the hot months in which they have leaves, the trees create cool, shady, attractive areas.

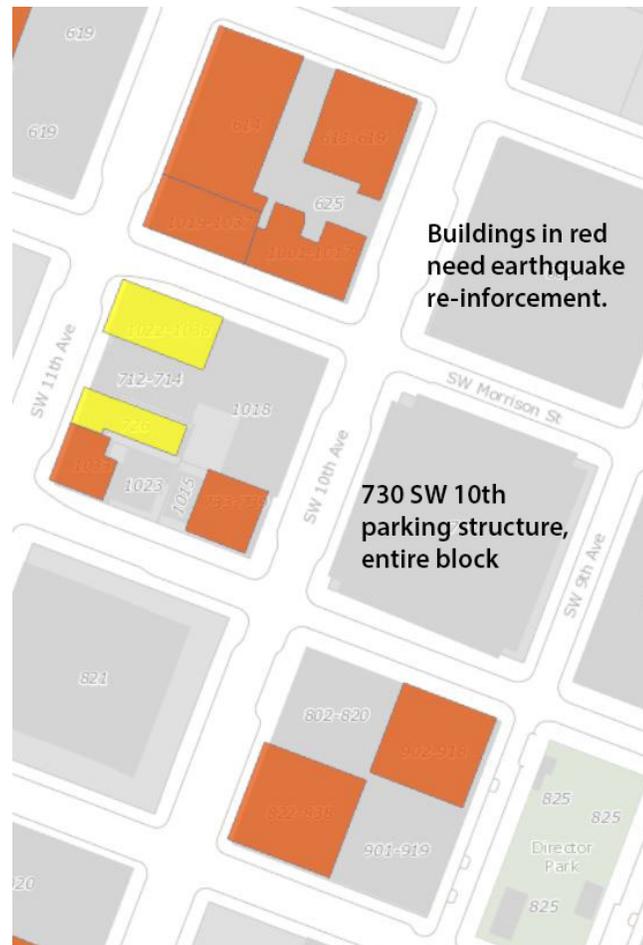
Don't remove elevators! It is convenient to park near the elevator you plan to use. The elevators are fast enough. On Sept. 10, 2016 it took 20 seconds for the elevator to open on the 4th floor, and 20 seconds to ride to the 1st floor. Fast elevators are nice, but in this case not a justification for the city to spend millions of dollars.

There are many old, poor-looking buildings in downtown Portland.

There are many old “masonry” (brick) buildings that need earthquake reinforcement near the “10 and Yamhill” parking structure. (The entrance is at 730 SW 10th Ave.) In the image at the right, the buildings shown in reddish-orange need earthquake reinforcement.

Since there are so many buildings in the immediate area that need maintenance, it seems that focusing on “renovating” a modern building should not be a priority.

Normal maintenance and inexpensive improvements are enough for the modern 10th and Yamhill parking structure.



You can [generate your own map](#). To make the map you generate larger, click on the + sign in the upper left corner, or roll your mouse wheel forward.

URL:

<http://pdx.maps.arcgis.com/apps/Viewer/index.html?appid=a920f2a1fd2746f1a7efad1262aa1312>

Final notes

Latest version of this article:

http://futurepower.net/articles/portland/PDC/Proposal__Audit_and_Re-structure_the_Portland_Development_Commission.PDF (PDF file)

Need copies of documents mentioned here? Documents online can be removed or edited at any time. The author of this article has copies of all the documents mentioned.

About this article: This article is solely due to the research and opinions of the author, Michael Jennings of **Futurepower**, Inc. (Futurepower is a registered trademark.)

The author wrote the article as a personal project; he did not profit. No one except his wife saw this article before it was sent to Portland city officials.

The author is writing a book about how people use their brains. The book will contain extensive analysis of the underlying reasons that mismanagement occurs. (One person joked, “*The book will be only a half-page long. People don't think.*”) This article is part of the author's research into mismanagement.

The author's company gives technology support to The Real Mother Goose art gallery. However, the author is not dependent on income from that source.

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