



MULTNOMAH COUNTY OREGON

BOARD OF COUNTY COMMISSIONERS
ROOM 605, COUNTY COURTHOUSE
1021 S.W. FOURTH AVENUE
PORTLAND, OREGON 97204

GLADYS McCOY •	Chair •	248-3308
PAULINE ANDERSON •	District 1 •	248-5220
GRETCHEN KAFOURY •	District 2 •	248-5219
RICK BAUMAN •	District 3 •	248-5217
POLLY CASTERLINE •	District 4 •	248-5213
JANE McGARVIN •	Clerk •	248-3277

AGENDA OF
MEETINGS OF THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS
FOR THE WEEK OF
February 6 - 10, 1989

Tuesday, February 7, 1989 - 9:30 AM - Planning Items . . . *No Planning Items* Page 2

Tuesday, February 7, 1989 - 1:30 PM - Informal Meeting . . . Page 3

Wednesday, February 8, 1989 - 2:30 PM - Multnomah County Courthouse,
1021 SW Fourth, Room 605 Conference Room - presentation by Larry
Agran, Mayor of Irvine, California, concerning Center for Innovative
Diplomacy's Local Elected Officials Project

Thursday, February 9, 1989 - 9:30 AM - Formal. Page 4

Tuesday, February 7, 1989 - 9:30 AM
Multnomah County Courthouse, Room 602

INFORMAL BRIEFINGS

1. Briefing on Legislative Matters - if necessary - Fred Neal
2. Briefing and discussion on Metro funding - Commissioner
Gretchen Kafoury
3. Discussion of criteria for Policy Development Committee -
John Cronise

PUBLIC TESTIMONY WILL NOT BE TAKEN AT INFORMAL MEETINGS

Tuesday, February 7, 1989 - 1:30 PM

Multnomah County Courthouse, Room 602

INFORMAL

1. Informal Review of Bids and Requests for Proposals:
a) Correction Facility Remodel, Phase 2 Rebid
2. Briefing to provide information and request direction concerning a potential request for contingency funds during the 3rd quarter in order to provide support for the preparation of summons at the Juvenile Justice Division - Duane Zussy, Hal Ogburn
3. Briefing on findings of a space study of the Donald E. Long Juvenile Detention Home - Duane Zussy, Hal Ogburn, Wayne George (Continued from January 24)

Informal Review of Formal Agenda of February 9

PUBLIC TESTIMONY WILL NOT BE TAKEN AT INFORMAL MEETINGS

Thursday, February 9, 1989, 9:30 AM
Multnomah County Courthouse, Room 602
Formal Agenda

REGULAR AGENDA

BOARD OF COUNTY COMMISSIONERS

- R-1 In the matter of appointments to Boards and Commissions
(See supplemental agenda for list)

DEPARTMENT OF GENERAL SERVICES

- R-2 In the matter of the adoption of the Affirmative Action
Plan, 1989-91

ORDINANCES - DEPARTMENT OF GENERAL SERVICES

- R-3 Second Reading - An ordinance establishing County Policy on
purchasing environmentally sound and re-usable, recyclable,
recycled, and biodegradable products, and authorizing a
five percent (5%) price preference for recycled paper
products (1st Reading held January 26) *Ord. 608*
- R-4 First Reading - An ordinance establishing an Oregon Tourism
Alliance Advisory Committee for visitor attractions
Ord 609

DEPARTMENT OF JUSTICE SERVICES

- R-5 Liquor License renewal application submitted by Sheriff's
Office with recommendation that same be approved for
McIntire's Athletic Club, 14513 SE Stark (Retail Malt
Beverage) - continued from January 26 - public hearing *89-18*
- R-6 Budget Modification DJS #13 reflecting additional revenues
in the amount of \$299,000 from State Department of
Corrections to the Community Corrections Division, various
line items, for the continuation of Commitment Reduction
Programs as the result of State Emergency Board action on
January 6, 1989
- R-7 Budget Modification DJS #14 making an appropriation
transfer in the amount of \$10,000 from Parks Services,
Other Internal Services line item, to Sheriff's Office,
Personal Services, to cover the cost of patrolling parks

- R-8 Budget Modification DJS #15 making an appropriation transfer in the amount of \$26,976 within Sheriff's Office, Corrections Health, Personal Services, reducing Temporary Services, and making a physician and nurse practitioner permanent part-time employees at the Multnomah County Inverness Jail

PUBLIC CONTRACT REVIEW BOARD

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

- R-9 Order in the Matter of Exempting From Public Bidding of 100 Panasonic Typewriters, Model KX-3 700M, from Automated Office Systems

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

SECOND QUARTER CONTINGENCY REVIEW

Nondepartmental

- R-10 Budget Modification Nondepartmental #13 making an appropriation transfer in the amount of \$10,000 from General Fund Contingency to Dept. of Human Services Directors Office, Professional Services, to supplement project staff resources associated with the Social Services Siting Study Project
- R-11 Budget Modification Nondepartmental #14 making an appropriation transfer in the amount of \$48,000 within Nondepartmental from Allotments to Non-County Agencies, to allow reimbursement to AFS for the County share of Food Stamp distribution costs

Dept. of Environmental Services

- R-12 Budget Modification DES #10 making an appropriation transfer in the amount of \$12,493 from General Fund Contingency to Planning, various line items, to allow appropriation of receipted revenue and committed revenue carryover, in order to conduct the Periodic Review process, and funds will be repaid by the State

- R-13 Budget Modification DES #11 making an appropriation transfer in the amount of \$11,000 from General Fund Contingency to Parks Services, Professional Services, to pay for contracted services costs for the Cemetery Services (\$8,000) and Lake House Management (\$3,000)

Dept. of Human Services

- R-14 Budget Modification DHS #35 making an appropriation transfer in the amount of \$25,000 from General Fund Contingency to Information Services Division, Capital Outlay, Telephone Fund, for purchase of telephone equipment for two new Health Division sites

Dept. of Justice Services

- R-16 Budget Modification DJS #16 making an appropriation transfer in the amount of \$199,133 from General Fund Contingency to Sheriffs Office, Personal Services, to cover the Deputy Sheriff's Wage Settlement

Thursday Meetings of the Multnomah County Board of Commissioners are recorded and can be seen at the following times:

Thursday, 10:00 PM, Channel 11 for East and West side subscribers

Friday, 6:00 P.M., Channel 27 for Rogers Multnomah East subscribers

Saturday 12:00 PM, Channel 21 for East Portland and East County subscribers

0498C.28-33

SUPPLEMENT TO ITEM R-1 ON FEBRUARY 9, 1989 AGENDA

- R-1 In the matter of Appointments and Reappointments to Boards and Commissions as follows:
- a) Appointments - Department of Justice Services Citizen Budget Advisory Committee - E. M. Pittman - Term expires 9/01/90
 - b) Appointments - Community Corrections Advisory Committee - Bill Smith and Macceo Pettis - Terms expire 7/31/91
 - c) Appointments - Multnomah Council on Chemical Dependency - Anita Chase, Deborah Collins, Charles Karl, William Wood, Janet Wallinder, Joanne Fuller, and Steven L. Peters - Terms expire 1/31/91
 - d) Reappointments - Parks Advisory Committee - Robert Findley, Jean Ridings, and Charles Becker - Terms 12/31/91
 - e) Appointments - Department of Environmental Services Citizen Budget Advisory Committee - Clara LaMarche and Michael Hill - Terms expire: LaMarche (9/1/90); Hill (9/1/91)
 - f) Reappointments - Planning Commission - Richard Leonard and George Douglas - Terms expire 3/15/93
 - g) Appointments - Community Health Council - James Posey (6/30/91) Peggy Cohen (6/30/89), and David Granum (6/30/89)

BOARDS & COMMISSIONS APPOINTMENTS

February 9, 1989

105
JT/62

In the matter of Appointments and Reappointments)
to Boards and Commissions as follows: a))
Appointments - Department of Justice Services)
Citizen Budget Advisory Committee - E. M. Pittman)
- Term expires 9/01/90); b) Appointments - Com-)
munity Corrections Advisory Committee - Bill)
Smith and Macceo Pettis - Terms expire 7/31/91;)
c) Appointments - Multnomah Council on Chemical)
Dependency - Anita Chase, Deborah Collins, Char-)
les Karl, William Wood, Janet Wallinder, Joanne)
Fuller, and Steven L. Peters - Terms expire)
1/31/91; d) Reappointments - Parks Advisory Com-)
mittee - Robert Findley, Jean Ridings, and Char-)
les Becker - Terms 12/31/91; e) Appointments -)
Department of Environmental Services Citizen)
Budget Advisory Committee - Clara LaMarche and)
Michael Hill - Terms expire: LaMarche (9/1/90);)
Hill (9/1/91); f) Reappointments - Planning Com-)
mission - Richard Leonard and George Douglas -)
Terms expire 3/15/93; g) Appointments - Community)
Health Council - James Posey (6/30/91) Peggy)
Cohen (6/30/89), and David Granum (6/30/89) R-1)

Commissioner McCoy read the list of appointments and reappointments, and thanked everyone for their willingness to serve the County.

Upon motion of Commissioner Kafoury, duly seconded by Commissioner Anderson, it is unanimously

ORDERED that said appointments and reappointments be confirmed.

DATE SUBMITTED 2/1/89

(For Clerk's Use)
Meeting Date 2/9/89
Agenda No. R-1

REQUEST FOR PLACEMENT ON THE AGENDA

Subject: Appointments to Boards and Commissions

Informal Only* _____
(Date)

Formal Only Thurs, February 9, 1989
(Date)

DEPARTMENT County Chair DIVISION _____

CONTACT Judy Boyer TELEPHONE 248-3308

*NAME(s) OF PERSON MAKING PRESENTATION TO BOARD Judy Boyer

BRIEF SUMMARY Should include other alternatives explored, if applicable, and clear statement of rationale for the action requested.

See attached listing.

(IF ADDITIONAL SPACE IS NEEDED, PLEASE USE REVERSE SIDE)

ACTION REQUESTED:

☐ INFORMATION ONLY ☐ PRELIMINARY APPROVAL ☐ POLICY DIRECTION ☒ APPROVAL

INDICATE THE ESTIMATED TIME NEEDED ON AGENDA _____

IMPACT:

☐ PERSONNEL
☐ FISCAL/BUDGETARY
☐ General Fund
☐ Other _____

BOARD OF
COUNTY COMMISSIONERS
1989 FEB - 2 AM 10:50
MULTI-STATE COUNTY
OREGON

SIGNATURES:

DEPARTMENT HEAD, ELECTED OFFICIAL, or COUNTY COMMISSIONER: Madeline McCoy

BUDGET / PERSONNEL _____

COUNTY COUNSEL (Ordinances, Resolutions, Agreements, Contracts) _____

OTHER _____
(Purchasing, Facilities Management, etc.)

NOTE: If requesting unanimous consent, state situation requiring emergency action on back.

Appointment of E. M. Pittman to the Dept of Justice Service Citizen Budget Advisory Committee. Term expires 9/1/90 ____

Appointment of Bill Smith and Macceo Pettis to the Community Corrections Advisory Committee. Terms expire __7/31/91____

Appointment of Anita Chase, Deborah Collins, Charles Karl, William Wood, Janet Wallinder, Joanne Fuller and Steven L. Peters to the Multnomah Council on Chemical Dependency. Terms expire _____1/31/91__

Re-appointment of Robert Findley, Jean Ridings and Charles Becker to the Parks Advisory Committee. Terms expire __12/31/91____

Appointment of Clara LaMarche and Michael Hill to the Dept of Environmental Services Citizen Budget Advisory Committee. Terms expire LaMarche 9/1/90 -- Hill 9/1/91

Re-appointment of Richard Leonard and George Douglas to the Planning Commission. Terms expire _3/15/93_____

Appointment of James Posey (expires 6/30/91), Peggy Cohen (expires 6/30/89), David Granum (expires 6/30/89) to the Community Health Council.

JUN 7 1988



MULTNOMAH COUNTY OREGON

BOARDS AND COMMISSIONS

INTEREST FORM FOR BOARDS AND COMMISSIONS

In order for the County Executive to more thoroughly assess the qualifications of persons interested in serving on a Multnomah County board or commission, you are requested to fill out this interest form as completely as possible. You are encouraged to attach or enclose supplemental information or a resume which further details your involvement in volunteer activities, public affairs, civic services, published writing, affiliations, etc.

- A. Please list, in order of priority, any Multnomah County boards/commissions on which you would be interested in serving. (See attached list)

Juvenile Court Advisory Council

Multnomah Council On Chemical Dependency

- B. Name Edna Mae Vittman

Address 5415 N.E. 39th

City Portland State Oregon Zip 97211

Do you live in _____ unincorporated Multnomah County or _____ a city within Multnomah County.

Home Phone 287-8553

- C. Current Employer Portland Public Schools

Address 501 N. Dixon (5700 NE 39th Whittaker)

City Portland State ORE. Zip 97227

Your Job Title MC/ME Office Assistant Student Specialist

Work Phone 289-2000 (Ext) 460 54

Is your place of employment located in Multnomah County? Yes X No _____

D. Previous Employers	Dates	Job Title
<u>Urban League</u>	<u>86/87</u>	<u>Referral Information Specialist</u>
<u>M.L.K. Scholarship Fund</u>	<u>85/86</u>	<u>Program Director</u>
<u>Portland Private Industry</u>	<u>85</u>	<u>Youth Employment Specialist</u>

CONTACT:

GLADYS McCOY, MULTNOMAH COUNTY CHAIR
1021 SW 4TH, ROOM 134
PORTLAND, OREGON 97204
(503) 248-3308

JPC meets at Noon

E. Please list all current and past volunteer/civic activities.

Name of Organization	Dates	Responsibilities
N.A.A.C.P. HC	1980-1986	President
Multnomah Health Council	1980-81	Member
Portland Public Schools ESHA	1979/1980	Member

F. Please list all post-secondary school education.

Name of School	Dates	Degree/Course of Study
Portland State	1986	Masters Public Administration
Portland State	1984	Bachelors Social Work
Portland State	1984	Certificate Black Studies

G. Please list the name, address and telephone numbers of two people who may be contacted as references who know about your interests and qualifications to serve on a Multnomah County board/commission.

H. Please list potential conflicts of interest between private life and public service which might result from service on a board/commission.

N/A

I. Affirmative Action Information

F Black
sex / racial ethnic background

birth date: Month 1 Day 13 Year 42

My signature affirms that all information is true to the best of my knowledge and that I understand that any misstatement of fact or misrepresentation of credentials may result in this application being disqualified from further consideration or, subsequent to my appointment to a board/commission, may result in my dismissal.

Signature Edna Mae Jettman Date 5-31-88

RESUME

Ms. Edna Mae Pittman
5415 NE 39th Avenue
Portland, Oregon 97211
(503) 287-8553

CAREER OBJECTIVE:

Seeking a position with a public or private organization or government agency in the administrative, management or supervisory field commensurate with education and experience.

EDUCATION:

Portland State University (1984-1986)
Portland, Oregon
Masters in Public Administration

Portland State University (1980-1984)
Portland, Oregon
Bachelors in Social Work

Portland State University (1980-1982)
Portland, Oregon
Certificate in Black Studies

SUMMARY OF QUALIFICATIONS:

- * Financial planning and implementation to assure program effectiveness.
- * Experience in public relations and handling media contacts
- * People oriented/dedicated/thorough/stable
- * Organization and management of resources
- * Experienced in written and oral group presentations, conducting seminars and testifying before State legislators
- * Experienced in designing and implementing programs and projects

WORK EXPERIENCE:

Program Director, Dr. Martin Luther King, Jr. Scholarship Fund of Oregon, Portland, Oregon 1985-1986

Youth Experience Specialist, Portland Private Industry Council, Portland, Oregon 1985

Energy Coordinator, Salvation Army, Portland, Oregon 1983-1984

RESUME
Edna Mae Pittman

Research Coordinator, Albina Ministerial Alliance, Portland,
Oregon 1982-1983

Minority Consultant, Multnomah County Department of Mental
Health, Portland, Oregon 1979-1980

Community Agent/Teacher Aide, Portland Public Schools, Portland,
Oregon 1972-1979

PERSONAL ACCOMPLISHMENTS:

Urban Fellows Finalist, Office of Personnel Management, District
of Columbia, in Mayor Marion Berry's Office.

Presidential Management Intern Semi-Finalist, Office of Personnel
Management, Washington, D.C. Presidential Management Intern
Program.

Community Service Award, Graduate School Public Administration.

Outstanding Graduate Student at Senior Awards Banquet, Portland
State University for five years.

National Prestigious Jefferson Award for Outstanding Community
Service.

Regional Community Service Award for Department of Health and
Human Service from Region X.

Community Service Award from the National Conference of
Christians and Jews.

ADDITIONAL HIGHLIGHTS:

Dr. Martin Luther King, Jr. Scholarship

Alpha Kappa Alpha Scholarship

Zonta Scholarship

Association of American University Women, Oregon State Division,
Fellowship for Graduate Studies

References furnished upon request.



MULTNOMAH COUNTY OREGON

JKR
NOV 10 1990

INTEREST FORM FOR BOARDS AND COMMISSIONS

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- A. Please list, in order of priority, any Multnomah County boards/commissions on which you would be interested in serving. (See attached list)

Community Corrections Advisory Committee

- B. Name

Bill Smith

Address

2339 S.W. Sundial Ave

City

Trousdale

State

OR

Zip

97060

Do you live in _____ unincorporated Multnomah County or ☒ a city within Multnomah County.

Home Phone

661-7160

- C. Current Employer

Portland Community College

Address

12000 S.W. 49th Ave

City

Portland

State

OR

Zip

97219

Your Job Title

Instructor of Account

Work Phone

244-6111

(Ext)

4194

Is your place of employment located in Multnomah County? Yes ☒ No _____

- D. Previous Employers

Dates

Job Title

Municipality of Astoria

75-77

Senior Auditor

Clatsop State College

79-80

Asst Prof

Thomas College

77-79

Instructor

CONTACT:

GLADYS McCOY, MULTNOMAH COUNTY CHAIR

1021 SW 4TH, ROOM 134

PORTLAND, OREGON 97204

(503) 248-3308

E. Please list all current and past volunteer/civic activities.

Name of Organization	Dates	Responsibilities
City of Troutdale	1985	Budget Committee

F. Please list all post-secondary school education.

Name of School	Dates	Degree/Course of Study
Glendale College	67-69	AA
Cal State U	69-71	B.S. - Account
Harvard U	71-73	MBA

G. Please list the name, address and telephone numbers of two people who may be contacted as references who know about your interests and qualifications to serve on a Multnomah County board/commission.

John Koroloff	2207 S.W. Iowa St	Port 97201
		244-0535
Tom Hallinan	4757 N Harvard	Portland 97203
		289-0657

H. Please list potential conflicts of interest between private life and public service which might result from service on a board/commission.

I. Affirmative Action Information

Male / Caucasian
sex / racial ethnic background

birth date: Month June Day 12 Year 1942

My signature affirms that all information is true to the best of my knowledge and that I understand that any misstatement of fact or misrepresentation of credentials may result in this application being disqualified from further consideration or, subsequent to my appointment to a board/commission, may result in my dismissal.

Signature

Bill [Signature]

Date

11/7/88



MULTNOMAH COUNTY OREGON

INTEREST FORM FOR BOARDS AND COMMISSIONS

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A. Please list, in order of priority, any Multnomah County boards/commissions on which you would be interested in serving. (See attached list)

Community Corrections Advisory Committee

B. Name Macceo Pettis Northeast Neighborhood Assoc.

Address 4815 NE 7th Ave.

City Portland State OR Zip 97211

Do you live in unincorporated Multnomah County or X a city within Multnomah County.

Home Phone 287-2835

C. Current Employer Northeast Coalition of Neighborhoods

Address 4815 NE 7th Ave.

City Portland State OR Zip 97211

Your Job Title Coordinator, Youth Gangs Project

Work Phone 248-4112 (Ext)

Is your place of employment located in Multnomah County? Yes X No

D. Previous Employers	Dates	Job Title
<u>Habilitation Associates</u>		<u>Teacher</u>
<u>Kaiser Health Plan</u>		<u>Information Spec.</u>
<u>Mac Laren School for Boys</u>		<u>Teacher</u>

CONTACT:

DENNIS BUCHANAN, COUNTY EXECUTIVE
1500 PORTLAND BUILDING
PORTLAND, OREGON 97204
(503) 248-3308

E. Please list all current and past volunteer/civic activities.

<u>Name of Organization</u>	<u>Dates</u>	<u>Responsibilities</u>
Coalition of Black Men	May '88 to present	Sgt at Arms, Steering Cttee
Portland Rainbow Coalition	1984 to present	Co-Chair
Peace the 21st	march '87 to June '88	
Citizen's Train	June '86 to March '88	Member of Planning Cttee

F. Please list post-secondary school education.

<u>Name of School</u>	<u>Dates</u>	<u>Degree/Course of Study</u>
Oregon State U.	1973-74	BA, Elem. Ed.
Southern OR ST Col.	1970-73	Elem. Ed.
Lewis & Clark	1960-62	Psychology/Speech

G. Please list the name, address and telephone numbers of two people who may be contacted as references who know about your interests and qualifications to serve on a Multnomah County board/commission.

Mr. James Richards, Principal	State REpresentative Beverly Stein
MacLaren School for Boys	1625 S.E. 44th
2630 N. Pacific Hwy	Portland, OR 97215
Woodburn, OR 97071	

H. Please list potential conflicts of interest between private life and public service which might result from service on a board/commission.

see attached sheet

I. Affirmative Action Information

M / Afro American
sex / racial ethnic background

birth date: Month 11 Day 2 Year 42

My signature affirms that all information is true to the best of my knowledge and that I understand that any misstatement of fact or misrepresentation of credentials may result in this application being disqualified from further consideration or, subsequent to my appointment to a board/commission, may result in my dismissal.

Signature

Maceo Peltz

Date

11/22/88

- H. I am currently employed as the Coordinator of the Youth Gangs Project and a member of the Youth Gangs Task Force. The Task Force is intensely interested in the prosecution and jailing of known gang members and drug dealers. It is possible that a Task Force position could cause a conflict of interest.

BOARDS AND COMMISSIONS



RECEIVED

JAN 5 1989

M.C.M.H. MULTNOMAH COUNTY OREGON

ALCO & DRUG PROG.

INTEREST FORM FOR BOARDS AND COMMISSIONS

In order for the County Executive to more thoroughly assess the qualifications of persons interested in serving on a Multnomah County board or commission, you are requested to fill out this interest form as completely as possible. You are encouraged to attach or enclose supplemental information or a resume which further details your involvement in volunteer activities, public affairs, civic services, published writings, affiliations, etc.

A. Please list, in order of priority, any Multnomah County boards/commissions on which you would be interested in serving. (See attached list)

Multnomah Council on Chemical Dependency

B. Name Anita K. Chase

Address 5838 NE 30

City Portland

State OR

Zip 97211

Do you live in unincorporated Multnomah County or ☒ a city within Multnomah County.

Home Phone 281-5144

C. Current Employer Willamette Montessori

Address

City Portland

State OR

Zip 97211

Your Job Title Teaching Aid

Work Phone 281-2068

(Ext)

Is your place of employment located in Multnomah County? Yes ☒ No ☐

D. Previous Employers

Dates

Job Title

Portland Habilitation Center 9/78 - 5/80 skill-trainer

Penny Center 9/78 - 5/80 child-care worker

CONTACT:

DENNIS BUCHANAN, COUNTY EXECUTIVE
1500 PORTLAND BUILDING
PORTLAND, OREGON 97204
(503) 248-3308

E. Please list all current and past volunteer/civic activities.

Name of Organization	Dates	Responsibilities
Ainsworth United Church of Christ	10/88	leader of unlearning racism workshop
hosted by United Church of Christ.	1/88	Freedom Camp - a celebration of Martin Luther King's B-Day - teach children peace justice issues + possibility.
Portland, Organizing Project.		telephoning, canvassing.

F. Please list post-secondary school education.

Name of School	Dates	Degree/Course of Study
University of Massachusetts	9/74 - 6/75	
University of Oregon	9/75 - 8/78	Sociology

G. Please list the name, address and telephone numbers of two people who may be contacted as references who know about your interests and qualifications to serve on a Multnomah County board/commission.

Connie Easter
Eugene Ross

H. Please list potential conflicts of interest between private life and public service which might result from service on a board/commission.

I. Affirmative Action Information

F / AERO-AMERICAN
sex / racial ethnic background

birth date: Month 7 Day 9 Year 55

My signature affirms that all information is true to the best of my knowledge and that I understand that any misstatement of fact or misrepresentation of credentials may result in this application being disqualified from further consideration or, subsequent to my appointment to a board/commission, may result in my dismissal.

Signature Pruta K. Chase

Date 12/20/88

lom
6/83



BOARDS AND COMMISSIONS

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Multnomah Council on Chemical Dependency

Home Phone 231-4071

Work Phone 251-6220 (Ext) _____

Burnside Projects 1979-1981 Floor Supervisor-Night Shelter

(503) 248-3308

E. Please list all current and past volunteer/civic activities.

Name of Organization	Dates	Responsibilities
ADCCBO - A+D Certification Board of Oregon	1986-87	Testing & Accreditation of A+D Counselors
Short term fundraising activities for Hooper + Burnside Projects		
Ymca Big Sister Program	1980-82	"Big Sister" for underprivileged child

F. Please list post-secondary school education.

Name of School	Dates	Degree/Course of Study
Portland State U.	1987-88	Postgrad Courses
Portland Community College	1981-86	Alcohol/Drug
North Carolina State U.	1968-72	BS - Eng/Life Sciences

G. Please list the name, address and telephone numbers of two people who may be contacted as references who know about your interests and qualifications to serve on a Multnomah County board/commission.

Jeanette Tudor - Multnomah Co. A+D 248-3691
Dr. Craig Montgomery - New Day Center - 251-6220

H. Please list potential conflicts of interest between private life and public service which might result from service on a board/commission.

I. Affirmative Action Information

F / Cane
sex / racial ethnic background

birth date: Month 10 Day 4 Year 50

My signature affirms that all information is true to the best of my knowledge and that I understand that any misstatement of fact or misrepresentation of credentials may result in this application being disqualified from further consideration or, subsequent to my appointment to a board/commission, may result in my dismissal.

Signature Deborah Collins Date 12-27-88

lom
6/83



INTEREST FORM FOR BOARDS AND COMMISSIONS

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DENNIS BUCHANAN, COUNTY EXECUTIVE
1500 PORTLAND BUILDING
PORTLAND, OREGON 97204
(503) 248-3308

E. Please list all current and past volunteer/civic activities.

Name of Organization	Dates	Responsibilities
Salvation Army Advisory Board	1986 -	Advisory

F. Please list post-secondary school education.

Name of School	Dates	Degree/Course of Study
University of Portland	1979 Graduate	Adm. of Justice

G. Please list the name, address and telephone numbers of two people who may be contacted as references who know about your interests and qualifications to serve on a Multnomah County board/commission.

Captain Tom Potter, Portland Police Bureau.

John Hoover, Multnomah County District Attorney's Office

H. Please list potential conflicts of interest between private life and public service which might result from service on a board/commission.

NONE

I. Affirmative Action Information

M / W
sex / racial ethnic background

birth date: Month 12 Day 7 Year 44

My signature affirms that all information is true to the best of my knowledge and that I understand that any misstatement of fact or misrepresentation of credentials may result in this application being disqualified from further consideration or, subsequent to my appointment to a board/commission, may result in my dismissal.

Signature

Chas J. Kal

Date

12-21-88



MULTNOMAH COUNTY OREGON

INTEREST FORM FOR BOARDS AND COMMISSIONS

In order for the County Executive to more thoroughly assess the qualifications of persons interested in serving on a Multnomah County board or commission, you are requested to fill out this interest form as completely as possible. You are encouraged to attach or enclose supplemental information or a resume which further details your involvement in volunteer activities, public affairs, civic services, published writings, affiliations, etc.

- A. Please list, in order of priority, any Multnomah County boards/commissions on which you would be interested in serving. (See attached list)

Multnomah Council on Chemical Dependency

- B. Name WILLIAM T. WOOD

Address 15620 SW Village LN.

City Beaverton State Oregon Zip 97007

Do you live in No unincorporated Multnomah County or No a city within Multnomah County.

Home Phone 646-0928

- C. Current Employer Multnomah County Sheriff's Office

Address 1120 S.W. Third Avenue, Room 309

City Portland State Oregon Zip 97204

Your Job Title Programs Commander

Work Phone 248-3256 (Ext)

Is your place of employment located in Multnomah County? Yes X No

- | D. Previous Employers | Dates | Job Title |
|----------------------------|----------|------------------------------------|
| Mult. Co. Justice Services | 1981-'83 | Manager
Central Intake |
| Mult. Co. Corrections Div. | 1979-'81 | Manager Counseling
Work Release |
| Mult. Co. Probation | 1970-'79 | Supervisor |

CONTACT:

DENNIS BUCHANAN, COUNTY EXECUTIVE
1500 PORTLAND BUILDING
PORTLAND, OREGON 97204
(503) 248-3308

E. Please list all current and past volunteer/civic activities.

Name of Organization	Dates	Responsibilities
United Way	1988	Strategic Management Committee
United Way	1985-'88	MRDD allotment panel
Community Planning Organization	1979-'82	Member/Co Chair one year
Project STOP	1982-'83 (?)	Board Member

F. Please list post-secondary school education.

Name of School	Dates	Degree/Course of Study
Oregon State University	1961-65	Bach. of Science
Oregon State University	1965-'66	Master Degree

G. Please list the name, address and telephone numbers of two people who may be contacted as references who know about your interests and qualifications to serve on a Multnomah County board/commission.

George Steger 646-9779

Reese Hoopes 656-2837

H. Please list potential conflicts of interest between private life and public service which might result from service on a board/commission.

Member of the Sheriff's Office - although I do not see any

potential conflicts.

I. Affirmative Action Information

M / Cauc.
sex / racial ethnic background

birth date: Month Aug. Day 30 Year 1943

My signature affirms that all information is true to the best of my knowledge and that I understand that any misstatement of fact or misrepresentation of credentials may result in this application being disqualified from further consideration or, subsequent to my appointment to a board/commission, may result in my dismissal.

Signature

Date

lom
6/83



MULTNOMAH COUNTY OREGON

INTEREST FORM FOR BOARDS AND COMMISSIONS

In order for the County Executive to more thoroughly assess the qualifications of persons interested in serving on a Multnomah County board or commission, you are requested to fill out this interest form as completely as possible. You are encouraged to attach or enclose supplemental information or a resume which further details your involvement in volunteer activities, public affairs, civic services, published writings, affiliations, etc.

- A. Please list, in order of priority, any Multnomah County boards/commissions on which you would be interested in serving. (See attached list)

Multnomah Council on Chemical Dependency

- B. Name

Janet Wallinder

Address

15640 S. Spangler Rd

City

Oregon City

State

OR

Zip

97045

Do you live in unincorporated Multnomah County or a city within Multnomah County.

Home Phone

632-8122

- C. Current Employer

Multnomah County Health Division

Address

426 SW Stark St. Fl.

City

Portland

State

OR

Zip

97204

Your Job Title

Child Health and Field Services Coordinator

Work Phone

248-3674

(Ext)

Is your place of employment located in Multnomah County? Yes ☒ No ☐

- D. Previous Employers

Dates

Job Title

Lincoln Co. Health Dept 8/78-9/83

Community Health Manager

CONTACT:

DENNIS BUCHANAN, COUNTY EXECUTIVE
1500 PORTLAND BUILDING
PORTLAND, OREGON 97204
(503) 248-3308

E. Please list all current and past volunteer/civic activities.

Name of Organization	Dates	Responsibilities
Oregon Chapter Preventing Child Abuse	5/83 - 1/86	Board Member

F. Please list post-secondary school education.

Name of School	Dates	Degree/Course of Study
University of Illinois	9/69 - 6/73	Nursing - BSN
Boston University	9/76 - 8/77	Nursing - MSN

G. Please list the name, address and telephone numbers of two people who may be contacted as references who know about your interests and qualifications to serve on a Multnomah County board/commission.

Mary Lou Hennrich	W 248-3674
Billie Odgaard	W 248-3674

H. Please list potential conflicts of interest between private life and public service which might result from service on a board/commission.

I am an employee of Multnomah County

I. Affirmative Action Information

F / Caucasian
sex / racial ethnic background

birth date: Month 3 Day 5 Year 51

My signature affirms that all information is true to the best of my knowledge and that I understand that any misstatement of fact or misrepresentation of credentials may result in this application being disqualified from further consideration or, subsequent to my appointment to a board/commission, may result in my dismissal.

Signature

[Handwritten Signature]

Date 12-8-88

lom
6/83

BOARDS AND COMMISSIONS



MULTNOMAH COUNTY OREGON

RECEIVED
JUN 15 1988

INTEREST FORM FOR BOARDS AND COMMISSIONS

M.C.M.H.
ALCO & DRUG PROG.

In order for the County Executive to more thoroughly assess the qualifications of persons interested in serving on a Multnomah County board or commission, you are requested to fill out this interest form as completely as possible. You are encouraged to attach or enclose supplemental information or a resume which further details your involvement in volunteer activities, public affairs, civic services, published writings, affiliations, etc.

- A. Please list, in order of priority, any Multnomah County boards/commissions on which you would be interested in serving. (See attached list)

Multnomah Council on Chemical Dependency

Supplemental Questionnaire

- B. Name Joanne Fuller, MSW

Address 1409 S. E. 50th

City Portland

State Oregon

Zip 97215

Do you live in unincorporated Multnomah County or XX a city within Multnomah County.

Home Phone 238-5590

- C. Current Employer Office of Women's Transition Services

Department of Justice Services

Address 1120 S. W. 5th, Suite 1500

City Portland,

State Oregon

Zip 97204

Your Job Title Program Supervisor, Office of Women's Transition Services

Work Phone 248-5374

(Ext) 6629

Is your place of employment located in Multnomah County? Yes XX No

- D. Previous Employers YWCA

Dates 9/84-6/88

Job Title Director

Women's Resource Center

N/NE Community Mental Health Center

9/81 - 9/84

Case Manager

Outside In Clinic

9/80 - 9/81

I & R Specialist

CONTACT:

DENNIS BUCHANAN, COUNTY EXECUTIVE
1500 PORTLAND BUILDING
PORTLAND, OREGON 97204
(503) 248-3308

E. Please list all current and past volunteer/civic activities.

<u>Name of Organization</u>	<u>Dates</u>	<u>Responsibilities</u>
Delauney Mutual Health Center	1/87 - Present	Board Member - Vice Chairman for Development
Oregon Coalition Against Domestic and Sexual Violation	8/87 - 8/88 8/88 - Present	State Wide Board Member Region II Rep. Member of grants committee.
Metro Crisis Intervention Service	5/79 - 6/83	Crisis Volunteer Trainer

F. Please list post-secondary school education.

<u>Name of School</u>	<u>Dates</u>	<u>Degree/Course of Study</u>
Lewis & Clark College	9/76 - 6/80	B/A Psychology
Portland State University	1/82 - 6/86	MSW/Planning, Administration, Management of Non-Profit Corporations

G. Please list the name, address and telephone numbers of two people who may be contacted as references who know about your interests and qualifications to serve on a Multnomah County board/commission.

Tina Frost, Director Oregon Coalition Against Domestic & Sexual Violence 239-4486

Norm Monroe, Assistant to Director Department of Justice Services 248-3701

H. Please list potential conflicts of interest between private life and public service which might result from service on a board/commission.

None that I am aware of at this time.

I. Affirmative Action Information

Female / White
sex / racial ethnic background

birth date: Month 08 Day 25 Year 58

My signature affirms that all information is true to the best of my knowledge and that I understand that any misstatement of fact or misrepresentation of credentials may result in this application being disqualified from further consideration or, subsequent to my appointment to a board/commission, may result in my dismissal.

Signature

Date

lom
6/83



MULTNOMAH COUNTY OREGON

RECEIVED

MAR 8 1988

MCMF
ALCOHOL & DRUG PROG.

INTEREST FORM FOR BOARDS AND COMMISSIONS

In order for the County Executive to more thoroughly assess the qualifications of persons interested in serving on a Multnomah County board or commission, you are requested to fill out this interest form as completely as possible. You are encouraged to attach or enclose supplemental information or a resume which further details your involvement in volunteer activities, public affairs, civic services, published writings, affiliations, etc.

- A. Please list, in order of priority, any Multnomah County boards/commissions on which you would be interested in serving. (See attached list)

(MCCD) Multnomah Council on Chemical
Dependency

- B. Name Steven Lee Peters

Address 4011 SW 43RD Ave

City Portland State Oregon Zip 97221

Do you live in ☐ unincorporated Multnomah County or ☒ a city within Multnomah County.

Home Phone (503) 292-9550

- C. Current Employer Strohecker's

Address 2855 SW Patton Rd

City Portland State Oregon Zip 97201

Your Job Title Checker / manager

Work Phone 223-7391 (Ext)

Is your place of employment located in Multnomah County? Yes ☒ No ☐

- D. Previous Employers Dates Job Title

Jim Grant PRO. 716 (239-6522) Portland, Or. 97207 4/20/85 - 6/29/85 Co - Counselor

CONTACT:

DENNIS BUCHANAN, COUNTY EXECUTIVE
1500 PORTLAND BUILDING
PORTLAND, OREGON 97204

E. Please list all current and past volunteer/civic activities.

Name of Organization	Dates	Responsibilities
SW Chemical People	12/1/84-88 current	Youth Rep./Speaker
Just Say No Club	86-88 current	Youth Leader
Reach Training	6/1-6/2/87	To educate youth on Drug + Alcohol issues

F. Please list post-secondary school education.

Name of School	Dates	Degree/Course of Study
In process at P.C.C. for Assoc.'s in Drug + Alcohol Councelling.		

G. Please list the name, address and telephone numbers of two people who may be contacted as references who know about your interests and qualifications to serve on a Multnomah County board/commission.

Kathy Dauenhauer	(244-5007) 2345 S.W. Dewitt	Portland, OR 97201
Sid Birt	2562 N.E. 48th	Portland, OR 287-2655

H. Please list potential conflicts of interest between private life and public service which might result from service on a board/commission.

None

I. Affirmative Action Information

sex / White racial ethnic background

birth date: Month 9 Day 4 Year 68

My signature affirms that all information is true to the best of my knowledge and that I understand that any misstatement of fact or misrepresentation of credentials may result in this application being disqualified from further consideration or, subsequent to my appointment to a board/commission, may result in my dismissal.

Signature

Steven Lee Peter

Date

2/23/88

Multnomah County Citizen Involvement Committee
VOLUNTEER INTEREST FORM



NAME Clara La Marche
HOME ADDRESS: 3963-71. E. 14th Ave Zip 97212 Phone 282-1808
PLACE OF EMPLOYMENT 917 S.W. Oak
ADDRESS Portland, Or. 97205
OCCUPATION Lawyer 741-7228

OPTIONAL: AGE _____ SEX _____
ETHNICITY: BLACK _____ HISPANIC _____ NATIVE AMERICAN _____
ASIAN/PACIFIC ISLANDER _____ WHITE (non Spanish Sp.) _____

PLEASE CHECK MAILING ADDRESS PREFERENCE: HOME ☒ OFFICE _____

ARE YOU A RESIDENT OF MULTNOMAH COUNTY? YES ☒ NO _____

CITIZEN ADVISORY COMMITTEE PREFERENCE: See attached for list of County Boards, Commissions and Committees:

#7- Budget Advisory #37 Welfare Board
1. Committee (District Atty) 2. #13 Community Health Comm. #30 Parks Commission

VOLUNTEER/BOARD/COMMITTEE EXPERIENCE: Volunteer Lawyers - Senior

Law Project - Law Day Volunteer - Education Committee
Oregon Criminal Defense Lawyers - Multnomah County Bar Association
Corrections Committee

OTHER RELEVANT EXPERIENCE previously employed doing environmental
impact statements, beginning with project evaluation, coordination
with all involved state and local organization, evaluation of
appropriate state, federal & local regulation, through statement presen-
tation at public hearings if necessary

PLEASE LIST NAME, ADDRESS AND TELEPHONE NUMBERS OF TWO REFERENCES:

1. NINA REBART, J.D., Oregon Council on Alcoholism & Drug Addiction, P.O. 97215,
232-8083
2. Bruce Turunen, 917 S.W. Oak, Suite 316, P.O. 97205, 227-5668

WOULD YOU HAVE A POTENTIAL CONFLICT OF INTEREST RELEVANT TO ANY COUNTY DEPARTMENT? Not that I am aware of

SIGNATURE Clara La Marche DATE 30 Nov 88

Please return to: Office of Citizen Involvement
2115 S.E. Morrison, Rm. 215, Portland, Oregon 97214
Phone: 248-3450



MULTNOMAH COUNTY OREGON

BOARDS AND COMMISSIONS

INTEREST FORM FOR BOARDS AND COMMISSIONS

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- A. Please list, in order of priority, any Multnomah County boards/commissions on which you would be interested in serving. (See attached list)

EXPO CENTER ADVISORY COMMISSION
JUVENILE SERVICES COMMISSION

- B. Name Michael L.C. Hill

Address 119 S.W. Meade

City Portland State Oregon Zip 97201

Do you live in _____ unincorporated Multnomah County or X a city within Multnomah County.

Home Phone 223-3023

- C. Current Employer Oregon State University - Urban 4-H Program

Address 211 S.E. 80th

City Portland State Oregon Zip _____

Your Job Title Extension Agent

Work Phone 254-1500 (Ext) _____

Is your place of employment located in Multnomah County? Yes X No _____

- D. Previous Employers _____ Dates _____ Job Title _____

R.A. Hatch Co. Aug. 1984 - Sept. 1985 Personnel/EEO Officer

C.S.G. and Assoc. Jan. 1983 - July 1984 EEO Officer

Self-Employed March 1981 - Dec. 1983 President

CONTACT:

GLADYS McCOY, MULTNOMAH COUNTY CHAIR
1021 SW 4TH, ROOM 134
PORTLAND, OREGON 97204
(503) 248-3308

Please list all current and past volunteer/civic activities.

Name of Organization	Dates	Responsibilities
Martin Luther King, Jr. Scholarship Fund of Oregon	1979-1987	Board member
Life Center (United Way Agency)	1983-1984	Assist staff providing food/clothing
United Negro College Fund	1983-1984	

F. Please list all post-secondary school education.

Name of School	Dates	Degree/Course of Study
University of Oregon	1967-1970	Bachelors degree in Sociology
University of Oregon	1971	Masters of Science, Corrections
University of Oregon	1975	Masters of Science, Education

G. Please list the name, address and telephone numbers of two people who may be contacted as references who know about your interests and qualifications to serve on a Multnomah County board/commission.

James Fooks 2606 N.E. 11th Portland, Ore. 282-5374

Emanuel Paris King Facilities Portland, Ore. 243-3724

H. Please list potential conflicts of interest between private life and public service which might result from service on a board/commission.

None

I. Affirmative Action Information

Male/African American
sex / racial ethnic background

birth date: Month May Day 9 Year 1949

My signature affirms that all information is true to the best of my knowledge and that I understand that any misstatement of fact or misrepresentation of credentials may result in this application being disqualified from further consideration or, subsequent to my appointment to a board/commission, may result in my dismissal.

Signature _____ Date _____

lom
6/83



BOARDS AND COMMISSIONS

INTEREST FORM FOR BOARDS AND COMMISSIONS

In order for the County Executive to more thoroughly assess the qualifications of persons interested in serving on a Multnomah County board or commission, you are requested to fill out this interest form as completely as possible. You are encouraged to attach or enclose supplemental information or a resume which further details your involvement in volunteer activities, public affairs, civic services, published writings, affiliations, etc.

A. Please list, in order of priority, any Multnomah County boards/commissions on which you would be interested in serving. (See attached list)

Multnomah County Community Health Council

B. Name James Posey

Address 117 N.E. Stanton

City Portland State OR Zip 97212

Do you live in unincorporated Multnomah County or X a city within Multnomah County.

Home Phone 249-3956

C. Current Employer Neighborhood Health Clinics Inc.

Address 4842 N.E. 8th

City Portland State Oregon Zip 97212

Your Job Title Executive Director

Work Phone 282-5669 (Ext)

Is your place of employment located in Multnomah County? Yes No

D. Previous Employers	Dates	Job Title

U.S. Forest Service 10/81-10/86 Personnel/Mgr.

Professional Training Sys. 10/86- 1/88 Program/Mgr.

CONTACT:

DENNIS BUCHANAN, COUNTY EXECUTIVE
1500 PORTLAND BUILDING
PORTLAND, OREGON 97204

E. Please list all current and past volunteer/civic activities.

Name of Organization	Dates	Responsibilities
Urban League Youth Advisory		Chairman
N.E. Community Development Corp.		

F. Please list post-secondary school education.

Name of School	Dates	Degree/Course of Study
Wichita State	8/75 - 8/76	M.Ed.

G. Please list the name, address and telephone numbers of two people who may be contacted as references who know about your interests and qualifications to serve on a Multnomah County board/commission.

Useni Perkins-- Portland Urban League 280-2600

Thelma Golden-- Portland 639-2785

H. Please list potential conflicts of interest between private life and public service which might result from service on a board/commission.

I. Affirmative Action Information

M / Black
sex / racial ethnic background

birth date: Month 3 Day 14 Year 46

My signature affirms that all information is true to the best of my knowledge and that I understand that any misstatement of fact or misrepresentation of credentials may result in this application being disqualified from further consideration or, subsequent to my appointment to a board/commission, may result in my dismissal.

Signature

Date 12/12/88

lom
6/83



MULTNOMAH COUNTY OREGON

BOARDS AND COMMISSIONS

INTEREST FORM FOR BOARDS AND COMMISSIONS

In order for the County Executive to more thoroughly assess the qualifications of persons interested in serving on a Multnomah County board or commission, you are requested to fill out this interest form as completely as possible. You are encouraged to attach or enclose supplemental information or a resume which further details your involvement in volunteer activities, public affairs, civic services, published writing, affiliations, etc.

- A. Please list, in order of priority, any Multnomah County boards/commissions on which you would be interested in serving. (See attached list)

Wet-Lave Advisory Board
Community Health Council

- B. Name

Peggy Cohen

Address

3013 SE Waverleigh, #2

City

Portland

State

OR

Zip

97202

Do you live in _____ unincorporated Multnomah County or ☒ a city within Multnomah County.

Home Phone

286-3078

- C. Current Employer

unemployed student P.C.C.

Address

City

State

Zip

Your Job Title

Work Phone

(Ext)

Is your place of employment located in Multnomah County? Yes _____ No _____

- D. Previous Employers

Dates

Job Title

Char Crain North West
Charter Ocean Prod.

4/84 - 4/86
4/78 - 4/80

production
worker
clean-up
crew super.

CONTACT:

Judy Boyer

GLADYS McCOY, MULTNOMAH COUNTY CHAIR

1021 SW 4TH, ROOM 134
 PORTLAND, OREGON 97204

(503) 248-3308

E. Please list all current and past volunteer/civic activities.

Name of Organization	Dates	Responsibilities
Coos County Community Action	1980	

F. Please list all post-secondary school education.

Name of School	Dates	Degree/Course of Study
Portland Community College	currently attending	Nursing

G. Please list the name, address and telephone numbers of two people who may be contacted as references who know about your interests and qualifications to serve on a Multnomah County board/commission.

244-6111x5248 Carla Sosanya, Director, Project Independence, PCC-Cascade, 12000 SE 49th, Portland 97219

244-6111x5279 Lucinda Tate, Trainer, Project Independence (same address as above)

H. Please list potential conflicts of interest between private life and public service which might result from service on a board/commission.

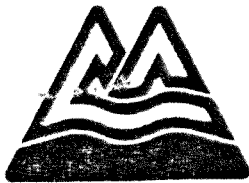
I. Affirmative Action Information

F / white
sex racial ethnic background

birth date: Month 02 Day 18 Year 59

My signature affirms that all information is true to the best of my knowledge and that I understand that any misstatement of fact or misrepresentation of credentials may result in this application being disqualified from further consideration or, subsequent to my appointment to a board/commission, may result in my dismissal.

Signature Peggy A. Cohen Date 12-2-87



SEP 14 1988

MULTNOMAH COUNTY OREGON

INTEREST FORM FOR BOARDS AND COMMISSIONS

In order for the County Executive to more thoroughly assess the qualifications of persons interested in serving on a Multnomah County board or commission, you are requested to fill out this interest form as completely as possible. You are encouraged to attach or enclose supplemental information or a resume which further details your involvement in volunteer activities, public affairs, civic services, published writings, affiliations, etc.

- A. Please list, in order of priority, any Multnomah County boards/commissions on which you would be interested in serving. (See attached list)

MULTNOMAH COUNTY COMMUNITY HEALTH COUNCIL

- B. Name E. DAVID GRANUM DMD (DENTIST)

Address 1310 N. BUFFALO

City PORTLAND State OR Zip 97217 5498

Do you live in unincorporated Multnomah County or X a city within Multnomah County.

Home Phone 503-289-3885

- C. Current Employer SELF / ORE. HEALTH. SCI. UNIV. (1/10 TIME)

Address 1310 N. BUFFALO

City PORTLAND State OR Zip 97217 5498

Your Job Title DENTIST

Work Phone 289-3885 (Ext)

Is your place of employment located in Multnomah County? Yes X No

- D. Previous Employers Dates Job Title

N/A

CONTACT:

DENNIS BUCHANAN, COUNTY EXECUTIVE
1500 PORTLAND BUILDING
PORTLAND, OREGON 97204

E. Please list all current and past volunteer/civic activities.

Name of Organization	Dates	Responsibilities
- AFS TASK FORCE	1986-PRESENT	MEMBER
- DENTAL "SCHOOL CONSULTANT" PROGRAM	1983-PRESENT	PROVIDER
- MULTNOMAH COUNTY SEALANT PROGRAM	1986-PRESENT	PROVIDER
- MANY OTHERS CAN BE LISTED IF NEEDED. (BACOM JUNIOR HIGH GREAT BOOKS SR. CLASS PRES DENTAL SCHOOL ORG DENTAL ASSOC. GRADUATE etc.)		

F. Please list post-secondary school education.

Name of School	Dates	Degree/Course of Study
PORTLAND STATE UNIVERSITY	1969	BA. / ARTS & LETTERS TEACHING FIELD IN MUSIC
" " "	1977	B.S. / BIOLOGY
OREGON HEALTH SCIENCES UNIV. SCHOOL OF DENTISTRY	1981	DMD. / DENTISTRY

G. Please list the name, address and telephone numbers of two people who may be contacted as references who know about your interests and qualifications to serve on a Multnomah County board/commission.

SUSAN SANZI-SCHAEDEL
TOMMY PICKLES DMD.

H. Please list potential conflicts of interest between private life and public service which might result from service on a board/commission.

ABSOLUTELY NONE

I. Affirmative Action Information

sex / racial ethnic background

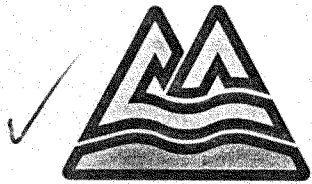
birth date: Month 09 Day 30 Year 46

My signature affirms that all information is true to the best of my knowledge and that I understand that any misstatement of fact or misrepresentation of credentials may result in this application being disqualified from further consideration or, subsequent to my appointment to a board/commission, may result in my dismissal.

Signature E. DeJ. Jarama DMD Date 7/4/88

lom
6/83

resume and/or curriculum vitae available on request
E. DeJ. Jarama DMD



MULTNOMAH COUNTY OREGON

105
5162

BOARD OF COUNTY COMMISSIONERS
ROOM 605, COUNTY COURTHOUSE
1021 S.W. FOURTH AVENUE
PORTLAND, OREGON 97204

GLADYS McCOY •	Chair •	248-3308
PAULINE ANDERSON •	District 1 •	248-5220
GRETCHEN KAFOURY •	District 2 •	248-5219
RICK BAUMAN •	District 3 •	248-5217
POLLY CASTERLINE •	District 4 •	248-5213
JANE MCGARVIN •	Clerk •	248-3277

February 9, 1989

Ms. Linda Alexander, Director
Department of General Services
1120 SW Fifth
Portland, OR

Dear Ms. Alexander:

Be it remembered, that at a meeting of the Board of County Commissioners held February 9, 1989, the following action was taken:

In the matter of the adoption of the Affirmative)
Action Plan, 1989-91 R-2)

Upon motion of Commissioner Anderson, duly seconded by Commissioner Kafoury, it is unanimously

ORDERED that said Affirmative Action Plan be adopted.

Very truly yours,

BOARD OF COUNTY COMMISSIONERS

By Jane McGarvin
Jane McGarvin
Clerk of the Board

jm
cc: Employee Relations

DATE SUBMITTED _____

(For Clerk's Use)

Meeting Date 2/9/89
Agenda No. R-2

REQUEST FOR PLACEMENT ON THE AGENDA

Subject: Affirmative Action Plan 1989-91

Informal Only* 02-07-89
(Date)

Formal Only 02-09-89
(Date)

DEPARTMENT General Services DIVISION Affirmative Action

CONTACT Robert Phillips TELEPHONE 248-5015 ext. 2916

*NAME(s) OF PERSON MAKING PRESENTATION TO BOARD Lloyd Williams and Robert Phillips

BRIEF SUMMARY Should include other alternatives explored, if applicable, and clear statement of rationale for the action requested.

Discussion and adoption of Affirmative Action Plan 1989-91.

(IF ADDITIONAL SPACE IS NEEDED, PLEASE USE REVERSE SIDE)

ACTION REQUESTED:

☐ INFORMATION ONLY ☐ PRELIMINARY APPROVAL ☐ POLICY DIRECTION ☒ APPROVAL

INDICATE THE ESTIMATED TIME NEEDED ON AGENDA _____

IMPACT:

PERSONNEL

☐ FISCAL/BUDGETARY

☐ - General Fund

Other _____

SIGNATURES:

DEPARTMENT HEAD, ELECTED OFFICIAL, or COUNTY COMMISSIONER: [Signature]

BUDGET / PERSONNEL Malinda J. Teely

COUNTY COUNSEL (Ordinances, Resolutions, Agreements, Contracts) [Signature]

OTHER _____
(Purchasing, Facilities Management, etc.)

NOTE: If requesting unanimous consent, state situation requiring emergency action on back.

Multnomah County, Oregon
Affirmative Action
POLICY REAFFIRMATION
[41 CFR 60-2-13(a)] (1971)

Recognizing that, an affirmative action plan must be designed to achieve the purposes of Title VII, i.e., to break down old patterns of segregation and disparity in order to overcome the effects of past or present practices, policies, or other barriers to equal employment opportunity;

Further recognizing that, the legislative history of Title VII indicates that Congress intended that voluntary compliance with Title VII be the primary method of eliminating and preventing employment discrimination; and,

WHEREAS, the Supreme Court has reaffirmed that compliance with the congressional mandate of 1964 may involve voluntary affirmative action. Such action being designed for the purpose of eliminating and preventing racial imbalances in traditionally segregated job categories; and

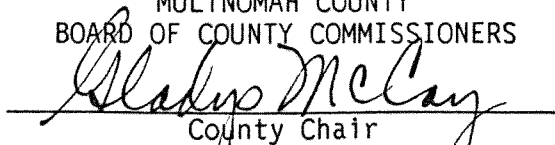
WHEREAS, the implementation of a voluntary affirmative action plan meets a compelling governmental interest to insure equal opportunity and fairness to all;

NOW THEREFORE, effective January 1, 1989 - January 1, 1991, and reviewed quarterly, this revised Affirmative Action Plan shall be the Official document for implementing the County's policy on equal employment opportunity through a program of affirmative action.

SCOPE: The provisions of this directive apply to all departments, divisions and instrumentalities in the Executive Branch of Multnomah County Government, including the Board of County Commissioners, Auditor's Office, Sheriff's Office and District Attorney's Office.

The duties and responsibilities allocated within this plan are intended solely for the internal guidance of Multnomah County employees. Nothing in this plan creates or authorizes or is intended to create or authorize any private right of action by any individual, group of individuals, or corporation alleging noncompliance with this plan or seeking compliance with this plan.

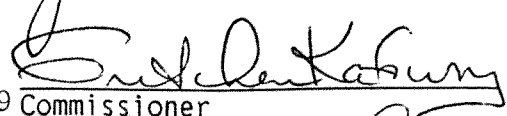
MULTNOMAH COUNTY
BOARD OF COUNTY COMMISSIONERS



County Chair


Commissioner

(SEAL)

February 9, 1989


Commissioner


Commissioner


Commissioner

Sheriff


Employee Services Director

District Attorney

Affirmative Action Officer

Auditor

Environmental Services Director

Human Services Director



General Services Director

Justice Services Director

2480F



MULTNOMAH COUNTY, OREGON EQUAL EMPLOYMENT OPPORTUNITY AFFIRMATIVE ACTION PLAN 1989-1991

Prepared for:

The Multnomah County Chair
The Board of County Commissioners
Elected Officials and
Department Managers

Prepared by:

Robert Phillips, M.S.W.
Affirmative Action Officer

Dr. Lloyd C. Williams, Director
Employee Services Division

Linda D. Alexander, Director
Department of General Services

MULTNOMAH COUNTY, OREGON
EQUAL EMPLOYMENT OPPORTUNITY
AFFIRMATIVE ACTION PLAN

1989 - 1991

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Dr. Lloyd C. Williams, Director

Linda Alexander, Director
Department of General Services

Multnomah County, Oregon
Affirmative Action
POLICY REAFFIRMATION
[41 CFR 60-2-13(a)] (1971)

Recognizing that, an affirmative action plan must be designed to achieve the purposes of Title VII, i.e., to break down old patterns of segregation and disparity in order to overcome the effects of past or present practices, policies, or other barriers to equal employment opportunity;

Further recognizing that, the legislative history of Title VII indicates that Congress intended that voluntary compliance with Title VII be the primary method of eliminating and preventing employment discrimination; and,

WHEREAS, the Supreme Court has reaffirmed that compliance with the congressional mandate of 1964 may involve voluntary affirmative action. Such action being designed for the purpose of eliminating and preventing racial imbalances in traditionally segregated job categories; and

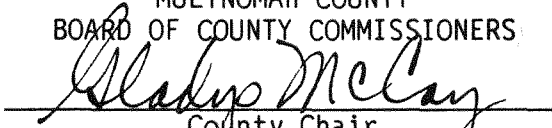
WHEREAS, the implementation of a voluntary affirmative action plan meets a compelling governmental interest to insure equal opportunity and fairness to all;

NOW THEREFORE, effective January 1, 1989 - January 1, 1991, and reviewed quarterly, this revised Affirmative Action Plan shall be the Official document for implementing the County's policy on equal employment opportunity through a program of affirmative action.

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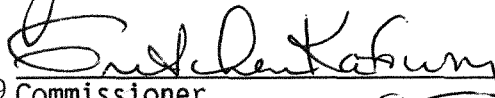
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MULTNOMAH COUNTY
BOARD OF COUNTY COMMISSIONERS



County Chair

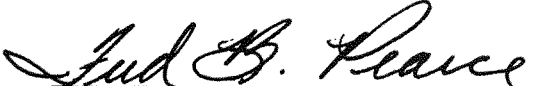

Commissioner (SEAL)


February 9, 1989

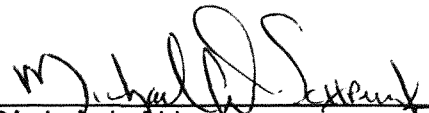

Commissioner


Commissioner


Commissioner


Sheriff


Employee Services Director

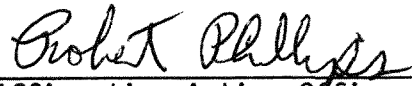

District Attorney

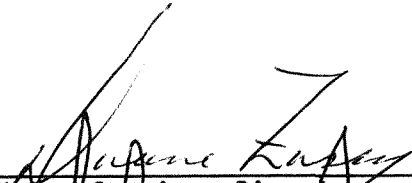

Auditor


Environmental Services Director


General Services Director

2480F


Affirmative Action Officer


Human Services Director



Justice Services Director



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**MULTNOMAH COUNTY, OREGON
AFFIRMATIVE ACTION PLAN**

**PREFACE
[41 CFR § 60-2.10] (1988)**

The United States Department of Labor Definition of An Affirmative Action Program

The United States Department of Labor, Office of Federal Contract Compliance, through Revised Order No. 4, defines an affirmative action program as a set of specific and result-oriented procedures to which a contracting person or agency commits itself to apply every good faith effort to achieve equal employment opportunity. Procedures without effort to make them work are meaningless; and effort, undirected by specific and meaningful procedures, is inadequate. Therefore, an acceptable affirmative action program must include an analysis of areas within which the contracting person or agency is deficient in the utilization of minority groups, women and disabled people. Goals and timetables of the contracting person or agency must be directed to correct the deficiencies and, thus to increase materially the utilization of minorities, women and disabled people at all levels and in all segments of their work force.

Multnomah County

In reliance on this definition and the concepts therein; the Multnomah County Board of Commissioners and offices of Elected Officials adopt this voluntary Equal Employment Opportunity and Affirmative Action Plan. This plan is designed to meet the good faith intent of Title VII of the Civil Rights Act of 1964 (Public Law 88-352), as amended by the Equal Employment Opportunity Act of 1964 (Public Law 92-202), as amended; the Age Discrimination in Employment Act of 1967 (Public Law 92-202), as amended; Rehabilitation Act of 1973, Section 504 (Public Law 93-112), as amended; the 1978 Uniform Guidelines on Employment Selection adopted by the Equal Employment Commission and the Department of Labor, contained in 29 CFR, Part 1607 and 41 CFR, Part 60-9; Executive Order 11246, as amended; Section 402 of Era Veterans Readjustment Assistance Act of 1974 (Public Law 93-508); Equal Pay Act of 1963; Standard for Merit System in Personnel Act of 1970; pertinent Oregon Revised Statutes (ORS); and all other orders/decisions/resolutions regulating the implementation of an affirmative action plan and equal employment opportunity program.

**PURPOSE OF THE PLAN
[41 CFR § 60-2.20] (1988)**

The 1989-91 Affirmative Action Plan is part of an ongoing voluntary effort by the County to remedy traditionally segregated classifications and underutilized job categories, which may be self-perpetuating, causing disparate impact, and be discriminatory in limiting equal employment opportunity.

In this effort, Multnomah County will undertake affirmative action good-faith efforts to achieve a County workforce in which all individuals (including minorities, females and the disabled) are equally represented in proportion to their availability in the relevant labor market. The labor market is defined per the minimum requirements established under OFCC Revised Order No. 4, Subpart B, paragraph 60-2.11; Section (a), (1), (i) - (v) and (2), (i) - (v).

The Plan is a fluid document designed to significantly measure long and short term statistical accomplishments in achieving equal opportunity employment under affirmative action. As a tool for use in all phases of the employment process, the Plan provides a guideline for employment decisions and direction in providing relief for members of an affected class who, by virtue of past discrimination, continue to suffer the disparate impact and effect of that discrimination. Nothing in this plan should be interpreted or treated as a rigid quota for any group of person seeking employment or employed by Multnomah County Government.

METHODOLOGY
[41 CFR § 60-2.11] (1988)

The components of Multnomah County's Affirmative Action Plan were developed by application of statistical information taken from the State of Oregon Employment Division's publication entitled "Data for 1984 Affirmative Action Programs, Portland MSA". This publication includes population breakdowns by sex and ethnic groups and statewide labor force data for various job categories. The data meets the minimum requirements of OFCC Revised Order No. 4, Subpart B, paragraph 60-2.11; Section (a), (2), (i) - (u) and (2), (i) - (u). Therefore, the program is narrowly tailored to achieve the remedial purpose of remedying the lingering effects of past and/or present unlawful discrimination endured by protected class persons.

BASIS FOR BELIEVING VOLUNTARY REMEDIAL ACTION IS REQUIRED
[41 CFR § 60-2.1;-20] (1988)

The Supreme Court has identified that a voluntary plan differed from the judicially ordered ones reviewed in *United States v. Paradise*, 94 L Ed 2d 203, 107 S Ct 1053 (1987), and *Local 28, Sheet Metal Workers v. EEOC*, 92L Ed 2d 344, 106 S Ct 3019 (1986).

In *Steelworker v. Weber*, 443 US 193, 61 L Ed 2d 480, 99 S Ct 2721 (1979), the court recognized the importance Title VII attaches to voluntarily adopted affirmative action plans. Citing *Wygant and Johnson*, as well as the more limited opinion in *Local 93, Firefighters v. City of Cleveland*, 92 L Ed 2d 405, 106 S Ct 3063 (1986), the court found that these cases clearly reaffirm the principle that voluntary affirmative action is a legitimate remedial tool available to both public and private employers to correct statistical imbalance, 820 F2d at 1299-1300.

Therefore, Multnomah County adopts this policy and voluntary plan to satisfy the remedial purposes contained within the scope of Title VII of the Civil Rights Act, and appropriate rules of laws for federal contract compliance as reaffirmed by the Courts, to correct situations where the County may have been a "passive participant" in a system of exclusion.

COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY
[41 CFR § 60-1.4;-2.13(A)] (1988)

The County of Multnomah reaffirms its belief in and support of implementing a program of affirmative action, as a good-faith remedial method for achieving equal employment opportunity. This philosophy will form the foundation for the County's employment practices and policies.

The principles of equal employment opportunity under an affirmative action program is being implemented throughout the County's personnel activities including: recruitment, hiring, transfer, promotion, reinstatement, disciplinary action, termination, compensation, benefits, training, social and recreational programs. In addition, reasonable accommodations will continue to be made for handicapped individuals unless it creates an undue hardship as stated in Section 504 of the Rehabilitation Act of 1973.

County policy requires all employees to demonstrate sensitivity to and respect for all other employees. Each director, manager, supervisor and employee of the County will conduct himself or herself in conformity with the principles of equal employment opportunity/affirmative action at all times. Furthermore, the County does not support behavior of racial, sexual, ethnic or religious harassment. Managers, supervisors and all employees will provide and maintain a work environment that is free of any form of harassment which has the effect of unreasonably interfering with an individual's work performance or which may create an intimidating, hostile or offensive working environment under the law.

Equal employment opportunity can only be achieved through demonstrated leadership and assertive implementation of a viable Affirmative Action Program. To that end, Multnomah County's Affirmative Action Program sets forth specific affirmative action and equal employment opportunity responsibilities for managers, supervisors and all employees. Employees will make all personnel decisions in accordance with the County's policies, practices and procedures. Affirmative Action Program responsibilities will be carried out in spirit as well as in practice to assure that equal employment opportunity is available to all within the scope of this policy.

The Board of County Commissioners, as well as offices of Elected Officials and programs under their jurisdiction, fully support these policies, objectives, and procedures to ensure equal employment opportunity and affirmative action compliance.

CLASSIFICATION
[41-CFR § 6-2.23] (1988)

Class specifications will be job related and shall not include unlawful discriminatory factors. In addition, class specifications will be periodically reviewed, evaluated and revised, as needed by appropriate parties, to assure that the requirements are job related. The qualifications required for entry level positions should be the minimum needed for entrance into the class as to education, experience, skill, knowledge, ability and other related requirements.

TEST/EXAMINATION
[41-CFR § 60-2.23] (1988)

The County may give and act upon the results of an entrance or promotional test or examination provided that such test or examination, its administration or action upon the results is not designed, intended or used to discriminate because of race, color, religion, sex, national origin or disability not constituting a bona fide occupational qualification.

PRE-EMPLOYMENT INQUIRIES/INTERVIEWS
[41-CFR § 60-2.23] (1988)

A selection decision maker(s) or other covered entities may make any pre-employment inquiries which do not discriminate or tend to have an adverse impact on a basis enumerated in the Plan. Personnel interviews shall be free of discrimination and internal safeguards should be enacted to secure a discrimination-free atmosphere during interviews. The entire interview process is subject to review for adverse impact on persons on a basis enumerated in the policy statement contained in this Plan, by the Affirmative Action Officer.

TRAINING
[41 CFR § 60.222(b.3)] (1988)

1. The County training policy shall be to train employees, as needed, to assure high-quality performance;
2. Where training which may make an employee eligible for promotion and/or transfer is made available, it shall be made available in a manner which does not discriminate against individuals on a basis enumerated in the Plan;
3. All practices affecting assignment, transfers, and training for jobs at all levels, management and non-management, shall be reviewed to improve opportunities for minority, the disabled, female and male employment in all jobs in which they are underrepresented. Counseling will be provided to the appointing authorities by the Affirmative Action Officer as necessary or required to improve this program area.
4. Records shall be maintained which show job category, race, disability, and sex of those employees who have participated in a training program. This information will be attained on a voluntary basis, and will be used only to measure the extent of the County's equal opportunity compliance; and
5. All supervisors shall be responsible for assisting employees to acquire the knowledge and skills necessary for successful performance on the job.

BOARDS-COMMISSIONS-ADVISORY BODIES

All appointive authorities for county boards, commissions and advisory bodies shall implement this policy of equal opportunity in their appointments.

COMMUNITY RELATIONS
[41 CFR § 60-2.13(i)] (1988)

As part of the County's community service commitment, the Affirmative Action Officer will be involved in community activities which serve to promote the objectives of this Plan and/or relevant laws.

HARASSMENT
[41 CFR § 60-2.22 (9)] (1988)

All County employees are responsible for maintaining a work environment that is free of harassment which is based on race, ethnicity, religion, disability, sex or sexual orientation. For the purpose of this plan, harassment shall mean unaccepted and/or unwelcomed conduct that (1) has the purpose or effect of creating an intimidating, hostile, or offensive work environment ; (2) is sufficiently pervasive so as to alter the conditions of employment; and (3) is sufficiently severe and persistent to affect seriously the psychological well-being of an employee. All managers and supervisory staff are required to take immediate and appropriate corrective action; including, but not limited to: affirmatively raising the subject, expressing strong disapproval, developing appropriate sections, etc., when informed or otherwise aware of these prohibited misconducts. In addition, managers and supervisors are responsible for following up on the action taken to assure the harassment has been eliminated.



WRITTEN PLAN/AVAILABILITY:
[41 CFR § 60-2.21, (a) - (11); (b) - (4)] (1988)

In compliance with the requirements of federal Executive Order 11246, as amended, Multnomah County maintains a written affirmative action plan, which is available for review to employees and the public upon request.

DISSEMINATION OF THE POLICY
[41 CFR § 60-2.13(b), - 2.21(a)] (1988)

Multnomah County will disseminate information about its affirmative action program and policy, both internally and externally.

A. Internally, the County will:
41 CFR § 60-2.21(a) (1988)

1. Distribute a copy of the Affirmative Action Plan and the Affirmative Action Policy Statement, to all Departments, Divisions, and Offices of Elected Officials.

Responsible Personnel: Affirmative Action Officer

2. Conduct special meetings with executive, managerial and supervisory personnel for the purpose of explaining the intent of the policy, the elected officials' attitude and individual responsibilities for effective implementation.

**Responsible Personnel: Elected Executive Officers
Affirmative Action Officer
Employee Services Division**

3. Conduct special meetings with all non-management and supervisory employees to discuss the policy and explain individual employee responsibilities.

**Responsible Personnel: Offices of Elected Officials
Affirmative Action Officer
Executive Managers
Employee Services Division**

4. The County's affirmative action program and equal employment opportunity policy will be thoroughly explained in both employee orientation and management training programs.

**Responsible Personnel: Affirmative Action Officer
Employee Orientation Coordinator
Training Coordinator**

5. The County's affirmative action/equal employment opportunity policy will be communicated to union officials to assure they understand the nondiscriminatory policy, and request their continued cooperation.

**Responsible Personnel: Affirmative Action Officer
Labor Relations Manager**

6. The County's affirmative action/equal employment opportunity policy will be posted on bulletin boards throughout the County.

Responsible Personnel: County Managers

7. Non-discrimination clauses will be included in all union agreements, and all contractual provisions will be reviewed to ensure they are nondiscriminatory.

**Responsible Personnel: Labor Relations Division
Contract Managers**

B. Externally

41 CFR § 60-2.21(b) (1988)

1. All known recruiting sources shall be notified verbally and in writing of Multnomah County's affirmative action/equal employment opportunity policy and program.

Responsible Personnel: Affirmative Action Officer

2. The statement "An Equal Opportunity Employer" shall be included in all recruitment advertising.

Responsible Personnel: Personnel Manager

3. The equal opportunity clause will be incorporated in all purchase orders, leases, contracts, etc., covered by federal Executive Order 11246, as amended, and its implementing regulations.

**Responsible Personnel: County Counsel
Purchasing Agents**

4. Prospective vendors and suppliers shall be notified of Multnomah County's Equal Employment Opportunity policy.

Responsible Personnel: Purchasing/Contracting Agents

5. A copy of the Affirmative Action Plan will be placed in the employment recruitment room, so prospective employees will know of the plans existence, and avail themselves of its benefits.

Responsible Personnel: Personnel Managers



ADMINISTRATION AND IMPLEMENTATION
[41 CFR § 60-2.13(c); -2.11] (1988)

All units of Multnomah County government have the responsibility for carrying out and supporting the implementation of the equal opportunity policy and affirmative action plan. Specifically:

A. County Chair - [41 CFR § 60-2.20]

1. By charter, the County Chair has the responsibility for EEO and affirmative action implementation. This responsibility has been delegated to the Affirmative Action Officer, the Employee Services Director, and to each County department administrator.
2. The County Chair shall present annually an affirmative action performance evaluation of all units of County government to the Board of County Commissioners in the form of an annual report.
3. A key consideration of the performance evaluation for all Department Directors will be their effectiveness in achieving affirmative action objectives within the scope of this plan. This shall be reviewed annually.

B. Board of Commissioners - [41 CFR § 60-2.20]

To assist the County in achieving the objectives of this plan, the Board will:

1. Approve and set policies to establish the general climate for an affirmative action program.
2. Approve funding for affirmative action programs.
3. Support the drive to implement the plan for positive program results.
4. Set an example for equal employment opportunity through their recruiting and hiring practices.
5. Evaluate annually an affirmative action performance and compliance report presented to the Board of County Commissioners by the Chair or her designee.

C. Elected Officials - [41 CFR § 60-2.20]

Elected Officials, operating outside of the scope of responsibility of the County Chair's Office and the Board of Commissioners, will:

1. Know the purpose, goals and objectives of Multnomah County's Affirmative Action Plan;
2. Adhere to the equal employment opportunity and affirmative action program of Multnomah County;
3. Actively promote the general climate for a viable affirmative action program within their jurisdiction;
4. Quarterly evaluate the effectiveness and efficiency of the Office/Department's affirmative action progress;

5. Hold supervisory level personnel and staff accountable for program compliance;
6. Act as the final departmental authority on decisions regarding discrimination complaints filed and formally investigated; and
7. Work with the Affirmative Action Office to implement this plan.

D. Department Directors - [41 CFR § 60-2.22(b) (1-9)] (1988)

The Department Directors will be responsible and accountable for the execution, effectiveness, and results of the affirmative action program within their respective departments. The duties of each Department Director will include, but are not limited to, the following specific responsibilities:

1. Establish and monitor his/her department's affirmative action program goals and objectives in accordance with the County's affirmative action program.
2. Assist to ensure that good-faith efforts are made to recruit minority group members, females, and the disabled in proportion to their availability in the labor force.
3. Ensure that progress is being made towards achieving his/her department's affirmative action goals in accordance with the County's affirmative action program.
4. Maintain an environment free of harassment, intimidation, insults or ridicule based on race, color, religion, sex, sexual orientation, national origin, age, or disability.
5. Assist in providing career counseling and guidance for minority, female, and disabled employees, where underutilization exists, and encourage them to prepare for jobs which afford greater opportunities for advancement.
6. Ensure that affirmative action and equal opportunity principles are carried out in the selection, training, promotion, performance evaluation, work assignments, classification, assignment of overtime and additional duties and all other terms and conditions of employment;
7. Assist in the identification of work force underutilization within the Director's department;
8. Become thoroughly familiar with the details of the affirmative action program;
9. Work with the Affirmative Action Officer and Employee Services to correct underutilization and/or adverse impact situations reflected by employment patterns or practices;
10. Assure that each program manager and supervisor within the department is knowledgeable, responsible and accountable for meeting the department's goals;

11. Monitor and evaluate the effectiveness of the department's program toward the achievement of good-faith results;
12. Conduct annual evaluations of training programs, use of contracts, hiring and promotional patterns; and review employee transfer, termination, and promotional patterns to assure minorities, women and the disabled are given good-faith consideration for all available opportunities;
13. Take action on discrimination complaints and correct alleged unlawful practices (this should be done in consultation with County Counsel and/or the Affirmative Action Office);
14. Ensure compliance with all applicable federal and state laws, and County rules and regulations;
15. Establish a positive climate for the program to achieve success within their divisions;
16. Understand that their work performance is being evaluated on the basis of their equal employment opportunity effects and results, as well as other criteria.
17. Prevent harassment of employees placed through affirmative action efforts.
18. Performing annual audits to ensure that:
 - i. EEO posters are properly displayed.
 - ii. All facilities which the Company maintains for the use and benefit of its employees are in fact desegregated, both in policy and use, and that any facilities such as locker rooms are comparable for both sexes.
 - iii. Minority, female, and disabled employees are encouraged to participate in all Company sponsored educational, recreational and social activities.

E. Division Directors/Managers/Supervisors - [41 CFR § 60-2.22(b) (1) - (9)] (1988)

All division directors and management level staff, including first-line supervisors, are responsible for providing affirmative action program support and for taking all positive action(s) needed to assure and advance equal opportunity at their respective levels. Each division director, manager and supervisor's specific responsibilities under this Plan includes the following:

1. Ensure that equal opportunity and fair employment practices are carried out in the selection, training, promotion, performance evaluation, work assignments, classification, compensation, assignment of overtime and additional duties and all other terms and conditions of employment;
2. Take actions as needed to provide employment opportunities or taking actions in line with the concepts contained in this Plan;

3. Know the purpose, goals and objectives of this Plan;
4. Correct situations and acts in the work environment which are contrary to the objectives of this Plan;
5. Quarterly review hiring and promotion patterns, training programs, and work assignments to ensure compliance with the goals of this Plan;
6. Ensure that equal opportunity policies are properly displayed within the work environment;
7. Understand that as a key consideration of the manager's and supervisor's performance, evaluation will be their effectiveness in achieving affirmative action objectives;
8. Maintain an environment free of harassment, intimidation, insults or ridicule based on race, color, religion, sex, sexual orientation, national origin, age or handicap;
9. Identify equal employment opportunity problem areas and consult with the Affirmative Action Officer to implement programs to correct them; and
10. Take action to prevent harassment of employees placed through affirmative action efforts.
11. Ensure that a copy of the Affirmative Action Plan is available for employees to review.

**F. Department Equal Employment Opportunity Representatives -
[41 CFR § 60-2.22(a) (1988)]**

Each County department may assign duties to a person employed within the department/division to act as an Equal Employment Opportunity Representative to work with and/or assist the Department Director and the County's Affirmative Action Officer in carrying out this Affirmative Action Policy and Program. Specifically, the appointed EEO Representative's duties shall include:

1. Assist the Department Director and Affirmative Action Officer to inform employees within the department and its divisions about affirmative action policy and procedures through staff meetings, employee orientation programs, or otherwise;
2. Advise the head of the particular County department with respect to the affirmative action programs, procedures, regulations, reports and complaints;
3. Evaluate from annually the sufficiency of the total departments program for equal opportunity and report thereon to the Department head and Affirmative Action Officer; and
4. Perform other duties as may be required to accomplish the objectives of this Plan.

G. Employee Services Director's Responsibilities - [41 CFR § 60-2.24] (1988)

The Director of the Employee Services Division has a responsibility for EEO and affirmative action, both independent of and in support of the County's Affirmative Action Officer. The duties of "the Director" will include, but not be limited to, the following:

1. Administer the County's personnel system in accordance with merit and affirmative action principles by periodically reviewing personnel policies, rules and procedures to assure that they are supportive and consistent with the County's AA/EEO policy;
2. Review at least annually the division personnel practices including training programs, recruitment, job descriptions, testing and scoring patterns to identify possible road blocks to equal employment opportunity and take appropriate remedial actions;
3. Require the personnel analysts to perform specific duties which directly support the affirmative action effort. Their duties will include, but is not limited to, the following:
 - (a) Support and assist the Affirmative Action Officer and department managers in identifying affirmative action issues or concerns;
 - (b) Assist assigned departments in the development of temporary utilization goals/timetables;
 - (c) Maintain records pertinent to determining the status of women, minorities, and the disabled in the County's work force;
 - (d) Assist the Affirmative Action Officer in the investigation of discrimination complaints;
 - (e) Report the underutilization of women and minorities in their assigned department to the Affirmative Action Officer and department managers;
 - (f) Ensure that testing, interviewing, and screenings are conducted in accordance to EEO law and regulations. Specifically, the selection procedures utilized shall be job related to minimize or eliminate elements considered discriminatory;
 - (g) Conduct all recruitment efforts in a manner which ensures that women, minorities, and the disabled are afforded an equal opportunity to apply for employment with Multnomah County, Oregon;
 - (h) To conduct all of their duties in accordance with County Personnel Rules, union contracts, County ordinances, directives, and with special adherence to EEO laws and affirmative action policies.
4. Assist the Affirmative Action Officer in ensuring that prompt and effective measures are taken by department management to correct equal opportunity problems as they are identified.
5. Monitor all transfer and promotional procedures to ensure that all employees who are eligible for such transfers and/or promotions are given equal consideration.

6. Assist and support managers in carrying out their equal employment opportunity duties.
7. As part of the performance evaluation of all personnel staff, evaluate their good-faith efforts to achieve equal opportunity results in compliance with the objectives of this Plan.

H. Affirmative Action Officer - [41 CFR § 60-2.22(a) (1) - (7)] (1988)

The Affirmative Action Officer shall have overall responsibility and accountability for monitoring and assuring compliance with this Plan and all relevant EEO guidelines; shall be empowered to investigate as the agent of Multnomah County, any complaint regarding an alleged act of discrimination; may monitor from time to time the MBE/FBE function to enhance the County's response to contracting issues; may conduct affirmative action performance reviews to measure program conformance; and may recommend modifications to the County's personnel practices to strengthen the County's affirmative action efforts.

In addition, the Affirmative Action Officer's duties will include, but not be limited to, the following:

1. Develop policy statements, affirmative action programs and internal and external communication techniques.
2. Assist County Officials in carrying out their equal employment opportunity responsibilities, including promoting the recruitment, employment, training and retention of members of protected classes, and recommend solutions to any problems identified;
3. Train County managers and supervisors in their equal employment opportunity and affirmative action responsibilities;
4. Monitor records of personnel actions, develop monitoring and reporting systems to acquire statistical information for the purposes of this program;
5. Accept, investigate, and resolve informal complaints of discrimination from employees, previous employees, or applicants for employment;
6. Serve as the primary liaison for the County to groups concerned with equal employment opportunity and affirmative action;
7. Prepare and submit annual reports on the progress and problem areas in the equal employment opportunity program and the implementation of the affirmative action plan;
8. Annually, update the affirmative action program in accordance to goals achieved and existing needs;
9. Communicate to management the latest developments in the equal employment opportunity area;
10. Ensure that prompt and effective measures are taken by department managers to correct equal employment opportunity problems as they are identified; and

11. Assist managers in implementing effective Departmental Affirmative Action Programs, including the establishing of hiring practices and goal setting.
12. Design and implement evaluation system that:
 - i. Measures the effectiveness of the County EEO programs.
 - ii. Indicates any need for remedial action.
 - iii. Determines the degree to which the County's goals and objectives are being attained.
13. Monitor from time to time program and service delivery systems to assure non discriminatory practices.

Employees - [41 CFR § 60-2.21(4)(11)] (1988)

All employees of Multnomah County are expected to:

1. Become familiar with the affirmative action program;
2. Concur with the goals and objectives established by this Plan; and
3. Act in accordance with the precepts of non-discrimination, equal and fair employment practices.



COMPLIANCE WITH RACE DISCRIMINATION GUIDELINES
[41 CFR § 60-2.1; -2.30] (1988)

The County recognizes that a racial/ethnic diverse workforce serves a compelling governmental interest in carrying out the congressional intent of Title VII of the Civil Rights Act, to ensure equal employment opportunity.

For the purposes of this plan, the following racial/ethnic categories, as recognized by the United States Offices of Management and Budget (OMB) Circular A-47, will identify racial groups served by the County:

1. White (W) - A person having origins in any of the original peoples of Europe, North Africa, the Indian Subcontinent, or the Middle East.
2. Black (B) - A person having origins in any of the black racial groups of Africa.
3. Hispanic (H) - A person of Mexican, Puerto Rican, Cuban, Central or South American or other Spanish culture or origin, regardless of race.
4. Asian or Pacific Islander (A) - A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Pacific Islands. This area includes, for example, China, India, Japan, Korea, the Philippine Islands and Samoa.
5. American Indian or Alaskan Native (AI) - A person having origin in any of the original peoples of North America, and who maintains cultural identification through tribal affiliation or community recognition.

It has been and continues to be the policy of the County not to discriminate on the basis of race and/or color. In areas where job segregation or significant disparity exist, and lesser restrictive alternatives are inadequate, the County will implement a narrowly tailored remedial corrective program to meet its affirmative action obligation. Such a program shall be guided by objective standards, for its implementation, to achieve equal employment opportunity.

COMPLIANCE WITH SEX DISCRIMINATION GUIDELINES
[41 CFR § 60-2.13(h); -20] (1988)

It has been and continues to be the policy of Multnomah County not to discriminate on the basis of sex, except where sex is a bona fide occupational qualification. To this end we continue to do the following:

- A. Recruitment and Advertisement - [41 CFR § 60-20.2 (a and b)] (1988)
 1. The County actively recruits both men and women for all jobs.
 2. Advertisements, when placed, are put in a general category. All advertisements are followed by "An Equal Opportunity Employer."
- B. Job Policies and Practices - [41 CFR § 60-20.3 (a-h)] (1988)
 1. All written personnel policies clearly state that all policies and practices apply to every employee on an equal basis regardless of the sex of the employee.

2. All employees have equal opportunity for any job for which they are qualified.
3. No distinction is made between the sexes in regard to opportunity, wages, hours, benefits or other conditions of employment.
4. There is no distinction between the employment treatment or termination of women or a man based on marital status.
5. Both women and men are eligible for all training programs and benefits offered by the County.
6. A hiring manager may not refuse to hire a female solely because she is pregnant, unless the interruption in the training period caused by the maternity leave amounts to a sufficient business reason.

COMPLIANCE WITH GUIDELINES ON DISCRIMINATION
BECAUSE OF RELIGION OR NATIONAL ORIGIN
[41 CFR § 60-50] (1988)

A. Equal Employment Policy - [41 CFR § 60-50.2 (a-b)] (1988)

The County does the following to ensure that all applicants and employees are not discriminated against because of religion or national origin:

1. Reviews employment practices to assure no one is discriminated against because of religious belief and/or ethnic group status.
2. Periodically informs all employees of its commitment to equal employment opportunity without regard to religion or national origin.
3. Use various recruitment sources to provide equal employment opportunity without regard to religion or national origin.

B. Accommodations to Religious Observance and Practice - [41 CFR § 60-50.3] (1988)

The County accommodates the religious observances and practices of employees or prospective employees except where such accommodation causes undue hardship on the conduct of the County's business. The extent of our obligation is determined by considering business necessity, financial costs and expenses and resulting personnel problems.

C. Nondiscrimination - [41 CFR § 60-50.5] (1988)

In implementing its EEO policy regarding nondiscrimination because of religion or national origin, the County does not discriminate against any qualified employee or applicant for employment because of race, color, religion, sex, or national origin.

**COMPLIANCE WITH QUALIFIED DISABLED INDIVIDUALS AND
VETERANS DISCRIMINATION GUIDELINES**
[41 CFR § 60-741.1, -250.2] (1988)

It is the policy of Multnomah County to seek and employ qualified personnel at all locations and facilities, and to provide equal employment opportunities for all applicants and employees in recruiting, hiring, placement, training, compensation and benefits, promotion, transfer and termination. To achieve this, the County is dedicated to take affirmative action to employ and advance in employment qualified disabled individuals, disabled veterans and veterans of the Vietnam Era.

The County's objective in adopting this Affirmative Action Program is the utilization of qualified disabled individuals and covered veterans in all levels of job classification.

The County is resolved to take voluntary, positive oriented action which will contribute to the furtherance of the spirit and intent of federal, state, and local legislation, government regulations, and executive orders by providing affirmative action and equal employment opportunity to disabled individuals, disabled veterans, and veterans of the Vietnam Era.

This plan represents a reaffirmation of the County's policy to provide equal employment opportunity to all qualified disabled individuals and covered veterans.

AFFIRMATIVE ACTION PRACTICES AND PROCEDURES

A. Proper Consideration of Qualifications - [41 CFR §§ 60-741.6(b), -250.6(b)] (1988)

The County will annually review its employment procedures to assure careful, thorough, and systematic consideration of the job qualifications of known disabled individuals and covered veteran applicants for job vacancies filled either by hiring or promotion, and for all training opportunities offered or available.

This will be accomplished by identifying and reviewing the qualifications of disabled individuals and covered veterans before the final selection for a position is made.

B. Physical and Mental Qualifications - [41 CFR §§ 60-741.6(c), -250.6(c)] (1988)

The County will annually review all physical and mental job qualification requirements with line management and supervisors to ensure that, to the extent qualification requirements tend to screen out qualified disabled individuals or disabled veterans, they are job-related and consistent with business necessity and the safe performance of the job.

To the extent that physical or mental job qualification requirements tend to screen out qualified disabled individuals or disabled veterans in the selection of employees or applicants for employment or other changes in employment status such as promotion or training,

the County will assure that the requirements are related to the specific job(s) for which the individual is being considered and are consistent with business necessity and the safe performance of the job.

Information obtained from applicants/employees concerning a physical or mental condition is kept confidential, except that: (a) Supervisors and managers may be informed regarding accommodations or restrictions on work or duties; (b) First aid and safety personnel may be informed when, and to the extent, appropriate, if the condition might require emergency treatment; and (c) Government officials investigating compliance with the EEO laws will be informed. All physical or mental job qualifications will be evaluated upon the completion of Multnomah County's compensation/classification study.

C. **Reasonable Accommodations** - [41 CFR §§ 60-741.6(d), -250.6(d)]
(1980)

The County will continue to make reasonable accommodations to the physical and mental limitations of employees or applicants to the extent that such accommodation does not impose an undue hardship on the conduct of its business.

Reasonable accommodation applies to all aspects of the personnel system beginning with the initial examination through the promotion process, and includes applicants, new employees, current employees, reinstated employees and part-time employees.

Reasonable accommodation will, in many cases, simply mean having an "open mind" toward employees who will use techniques not common to the general population but are perfectly effective in performing job functions. Providing the qualified worker an opportunity to perform required tasks is the prime consideration in determining the type of reasonable accommodation provided.

Departmental staff are not required to alter essential job functions, change the basic nature of any job, or create positions that do not exist. The reassignment of non-essential job duties may be required.

Reasonable accommodation will be provided only when the accommodation is job related. The County is not required to accommodate the personal requirements of qualified disabled employees when those requirements are not related to performing the job. Transportation to and from work is the responsibility of the employee, disabled and non-disabled, and will not be considered as a method of reasonable accommodation.

The County's building planning includes reasonable accommodation to the special needs of disabled individuals and disabled veterans including access to the building, utilization of rest room facilities, and mobility requirements within the building and parking locations.

DISABLED VETERANS AND VETERANS OF THE VIETNAM ERA
[41 CFR § 60-250.6] (1988)

Under the affirmative action obligation imposed by the Vietnam Era Veterans Readjustment Assistance Act of 1974 requiring affirmative action to employee and advance in employment qualified disabled veterans and veterans of the Vietnam era, the following veterans preference program has been adopted:

1. A 5 points veterans preference may be claimed if the service was in other than a reserve or national guard unit and if all five of the following are met:
 - a) The claimant served more than 180 consecutive days in the armed forces of the United States and was discharged or released with other than a dishonorable discharge, or served less than 180 days and was discharged or released with other than a dishonorable discharge because of a service-connected disability;
 - b) The claimant entered military service prior to October 15, 1976;
 - c) The claimant was discharged or released from active duty less than 15 years ago;
 - d) The claimant has not previously used veteran's preference in gaining a job with Multnomah County (unless you qualify under the following exception: the claimant is a regular County employee who has been granted military leave and have returned from military leave to a permanent position and is applying for a position in a higher classification); and
 - e) The claimant is not now receiving retirement pay from the United States based on length of military service.
2. A 10 point veteran's preference may be claimed if the service was other than a reserve or national guard unit and if all three of the following are met:
 - a) The claimant entered military service prior to October 15, 1976;
 - b) The claimant meets one of the following requirements:
 - (1) The claimant is currently rated as 30% or more disabled and entitled to disability compensation by the United States Veteran's Administration, OR
 - (2) The claimant was discharged or released from active duty for a disability incurred or aggravated in the line of duty.
 - c) The claimant has in their possession current proof of their eligibility for veteran's disability preference.

A copy of the DD214 or Form 802 along with Multnomah County's Veteran's Preference claim form is required, with application before the final filing deadline; otherwise, Veteran's Preference points cannot be honored.

COMPENSATION
[41 CFR §§ 60-741.6(e), -250.6(e)] (1988)

In offering employment or promotions to disabled individuals or covered veterans, the County does not reduce the amount of compensation offered because of any disability income, pension, or other benefit the applicant or employee receives from other sources.

APPLICABILITY OF THE AFFIRMATIVE ACTION PROGRAM
[41 CFR §§ 60-741.5, -250.5] (1988)

Each employee and applicant for employment is invited to identify himself or herself as a disabled individual, a disabled veteran or a veteran of the Vietnam Era, so he or she may benefit from this Affirmative Action Program.

CONSIDERATION OF MINORITIES
WOMEN AND THE DISABLED
NOT CURRENTLY IN THE WORK FORCE
[41 CFR §§ 60-2.13(j)] (1988)

The County recognizes its obligation to seek applicants from a wide variety of backgrounds, and seeks a diversified work force that includes persons of both genders, persons with disabilities, and of all racial and ethnic backgrounds, most of whom have suffered from the effects of historical discrimination and in many cases are economically disadvantaged. The County will continuously review its employment practices to attract a wide diversity of applicants, including those not presently in the work force.

The factors which must be taken into account when considering these individuals includes, but is not limited to, the following:

1. Lack of appropriate education, experience, or skills.
2. Discrimination based on sex, race, age, or social class.
3. Family and/or child responsibilities.
4. Physical and/or mental disabilities.
5. High unemployment/poor job market.
6. Language difficulties
7. Discouragement (discouraged worker status).

The barrier most universally shared by this group in Multnomah County is the lack of appropriate education, experience, or skills.

CONSPICUOUS IMBALANCE
[41 CFR § 60-2.12 (e)(g)(h)] (1988)

Special attempts to fill available openings with qualified affected class persons, in accordance with temporary targets and timetables may be initiated to eliminate conspicuous imbalances in traditionally segregated job categories, if (1) its implementation results or is designed to result in the

hiring of a sufficient number of affected class applicants so that the affected class balance of the employer's work force approximate roughly, but does not unreasonably exceed, the balance that would have been achieved absent any past discrimination; (2) the action endures only so long as is reasonably necessary to achieve its legitimate goals; (3) the action does not result in hiring unqualified or unqualifiable applicants; and (4) the action does not completely bar every person from all vacancies or otherwise unnecessarily or invidiously trammel their interest.

DEPARTMENTAL COMPLIANCE EXPECTATION
[41 CFR § 60-2.14] (1988)

For the purpose of this Plan, the County departments shall be deemed to be in compliance with its commitment to this policy if it meets the County's goal or time tables, or if it makes a good faith effort to meet these goals or time tables as shown by review of recruiting, hiring, promotional, complaints and compliments records. In the event of failure of the Department to meet the County's goals or time tables, it shall be given an opportunity to demonstrate that it has made "good faith effort(s)" to meet its commitment(s).

Should a Department despite its good faith efforts fail to meet the County's goals and time tables, that Department may be required to make appropriate changes in its personnel practices to the extent necessary to obtain maximum effectiveness towards the attainment of the County's goals.

If there is reasonable grounds to believe that an employee of the County is willfully disregarding or failing to comply with the intent of these policies, such act will be treated the same as the failure to carry out any other high-priority management objective, and could result in disciplinary action up to and including termination.

The Affirmative Action Officer will report to the County Chair, Employee Services Director, the Board of County Commissioners and, when appropriate, Department managers and other parties periodically on the progress and problem areas under the Plan.



PROGRESS TO DATE
[41 CFR § 60-2.14] (1988)

The following items mark changes and developments facilitating affirmative action improvements for Multnomah County during the 1986-88 Affirmative Action Planning period:

Multnomah County's first Annual Report on its Affirmative Action Program was issued in 1986. The report noted that in 1984, a three-year goal of ten percent (10%) for minorities and fifty percent (50%) for women was established for Multnomah County's workforce. Actual employee utilization, as of June 6, 1986, indicated that the County reached its goals for minorities (10.8%), and affirmative action goals of (12.2%) for minorities, and (47.7%) for females based on labor market data (Portland Metropolitan Standard Statistical Area). The report noted that in 1986, minorities made up (11.6%) and females (51.2%) of Multnomah County's full-time employees. The report covering the final reporting period under Multnomah County's 1986-88 Affirmative Action Plan shows that the County has improved its overall representation of minorities in the workforce from 10.7% in 1985 to 11.4% in 1988. Additionally, females went from 49.1% in 1985 to 51.9% in 1988.

The major improvement in minority representation occurred among Hispanics, representing 0.8% of the workforce in 1985 and moving to 1.6% of the workforce as of June 1988. Organizational improvements have occurred in the Affirmative Action Program:

- The Affirmative Action Office was moved to the Employee Services Division, to assist departments in compliance and development of minority, female and disabled employees to meet the County's affirmative action goals and objectives;
- Partial staff assistance has been provided to manage the Talen Bank program, and to guide persons seeking employment opportunities;
- Computer and word processing equipment has been added to the office to increase data collection and reporting capabilities;
- The County through its data collection and analysis capabilities has improved the quality of program assessments distributed to compliance and evaluating agencies;
- Multnomah County's labor force percentage for minorities continue to lead all minority statistical area labor force percentages for all areas except the City of Portland (SA);
- Equal Employment Opportunity and Affirmative Action regulations training is offered to managers and supervisors, to reduce potential workplace discrimination and/or harassment;
- The Chair's Office and the Sheriff's Office have issued non-discrimination policies to all employees of Multnomah County, under their jurisdiction; and
- Finally, internal data collection systems have been improved for monitoring program compliance.

**PROBLEM AREAS &
DEFICIENCIES**



IDENTIFICATION OF PROBLEM AREAS AND DEFICIENCIES
[41 CFR §§ 60-2.13(d); -2.23] (1988)

As part of the County's ongoing evaluation process, a thorough analysis of the following personnel matters was conducted for the 12 month period June 1987 through June 1988. The findings indicated the following:

1. The composition of the work force by minority group status and sex, at the end of fiscal year 1987-88 consisted of 2,025 full-time employees. From this number, 230 (11.4%) were minorities and 1,050 (51.9%) were females. These figures were below the goal of 12.3% for minorities, and above the goal of 47.7% for females.
2. The Department of Environmental Services has the lowest percentage of female employment 23.0%, and the Department of Justice Services has the lowest percentage of minority employees 7.2% in Multnomah County.
3. Total percentage of minority new hires for FY 1987-88 was 11.6%; and total new hires for females was 51.7%. The percent of new hires was below the level needed to meet our affirmative action goal for minorities in 1988 by (.9%) percent.
4. The total percentage of minorities terminating their employment with Multnomah County during FY 1987-88 was 14.6%; and for females 51.9%. These percentages are high for both groups, and contributed to our not achieving the minority affirmative action goal.
5. In composition of minorities and females by occupational category:
 - a. Females working for Multnomah County are concentrated in the professional, para-professional, and clerical-office occupational categories; with the lowest number in the skilled craft occupations.
 - b. Minorities are concentrated in the para-professional, clerical-office and maintenance occupational categories; with the lowest percentage of minorities being in the technical occupational category.

To correct specific underutilization and/or job segregation in specific job classifications, the following positions will be targeted for specific affirmative action hiring efforts:

Officials and Administrators

Classification

Targeted Protected Class

Human Services Specialist
Program Manager 1
Program Manager 2
Program Manager 3
Public Safety Manager

Minority/Male
Minority/Female
Minority/Female
Minority/Female
Minority/Female

Professional

Classification

Administrative Specialist 2
Community Health Nurse

Health Educator
Nurse Practitioner
Planner
School Mental Health/Cons.

Targeted Protected Class

Minority
Minority (Esp. Hispanic
and/or Native American)
Minority
Minority
Minority/Female
Minority

Technicians

Classification

Deputy Medical Examiner
Engineer Technician Aide
Engineer Technician Assistant
Property Appraiser
Property Appraiser Supervisor

Targeted Protected Class

Minority/Female
Minority/Female
Minority/Female
Minority
Minority/Female

Protective Services

Classification

Animal Control Officer
Sergeant
Deputy Sheriff

Targeted Protected Class

Minority
Minority/Female
Minority/Female

Paraprofessionals

Classification

Case Manager 2
Civil Deputy
Community Information Tech.
Corrections Technician
Finance Technician

Targeted Protected Class

Minority
Minority/Female
Minority
Minority
Minority

Office and Clerical

Classification

Office Assistant 3
Office Assistant 4

Targeted Protected Class

Minority
Minority

Skilled Craft Workers

Classification

Truck Driver
All Skilled Crafts
Warehouse Worker

Targeted Protected Class

Minority/Female
Female
Minority

Service Workers

Classification

Targeted Protected Class

Bridge Operator	Minority/Female
Maintenance Worker	Female
Maintenance Worker Lead	Minority/Female
Park Worker	Minority/Female
Warehouse Worker	Minority/Female

Due to the unique characteristics of the disabled population, utilization factors are difficult to establish. A survey will be developed to provide more accurate information on this population's representation in the County's workforce.



IDENTIFICATION OF MAJOR JOB GROUPS
[41 CFR § 60-2.11(b)]

EEO-4 Job Categories

- 01 Officials and Administrators
- 02 Professionals
- 03 Technicians
- 04 Protective Services
- 05 Para-Professionals
- 06 Office and Clerical
- 07 Skilled Craft Workers
- 08 Service/Maintenance

01 Officials and Administrators:

Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, examiners, wardens, superintendents, sheriffs, police and fire chiefs and inspectors and kindred workers.

Officials and Administrators

Case Management Supr
Computer Operations Supr
Corrections Counselor Supr
Corrections Program Mgr 1 & 2
Data Processing Manager 1 & 2
Dental Health Officer
Dentist 2
Electrical Supr
Facilities Supr
Finance Opr Supr
Finance Spec Supr
Health Officer/Asst
Human Services Mgr
Human Services Spec
Juvenile Counseling Supr
Labor Relations Manager
Laundry Supr
Maintenance Op Supr
Maintenance Supr/Roads
Operations Supr 1 & 2
Pharmacist Supr
Plant Maint Supr
Program Develop Spec/Sr
Program Manager 1, 2 & 3
Program Mgt Spec
Program Supr
Program/Staff Asst
Public Safety Mgr
Operations Mgr

02 Professionals:

Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dieticians, lawyers, system analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants and kindred workers.

Professionals:

Administrative Specialist 1 & 2
Chaplain
Child Development Spec
Civil Engineer Asst & Assoc
Community Develop Spec
Corrections Counselor
Corrections Hearing Officer
D.A. Investigator
Data Processing Spec
Dental Hygienist
Finance Specialist 1 & 2
Health Educator
Housing Rehab Spec
Juvenile Counselor
Marriage & Family Counselor
Medical Technologist
Microbiologist
Nutritionist
Physician Asst
Planner
Planner, Senior
Program Develop Spec
Regional Park Supr
Restitution Investigator
Sanitarian & Chief
Social Worker
Software Systems Spec 1 & 2
Survey Specialist
Victim Advocate
Volunteer Coord
School Mental Health Consultant
Dentist 1
Deputy County Counsel 1, 2, 3 & 4
Engineer/Structural
Engineer/Traffic
Facilities Coord
Law Clerk
Management Analyst
Management Assistant
Pharmacist/Clinic
Physician
Podiatrist
Comm Health Nurse
Nurse Practitioner

03 Technicians:

Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers and operators, drafters, surveyors, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), assessors, inspectors, police and fire sergeants and kindred workers.

Technicians

Cartographer
Computer Systems Opr
Dep Medical Examiner
Engineering Tech Series
Laboratory Tech
Nuisance Control Insp
Programmer
Programmer/Analyst
Programmer Analyst/Sr
Programmer/Asst
Property Appraiser & Supr
Property Appraiser Trainee
Right of Way Permits/Chief
X-Ray Technician
Comm LPN

04 Protective Service Workers:

Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers, fire fighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers and kindred workers.

Protective Services Workers

Animal Control Field Supr
Animal Control Officer
Juvenile Groupwork Supr
Juvenile Groupworker
License Compliance Officer
Public Safety Aide
Deputy Sheriff
Scientific Investigator
Sergeant
Corrections Officer
Corrections Sergeant

05 Paraprofessionals:

Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and

promotion under a "New Careers" concept. Included: library assistants, research assistants, medical aides, child support workers, police auxiliary welfare service aides, recreation assistants, homemakers aides, home health aides, and kindred workers.

Paraprofessionals

Administrative Tech
Animal Health Tech
Case Manager 1 & 2
Civil Deputy
Client Advocate
Comm Info Asst
Comm Info Tech
Comm Projects Leader
Comm Service Placement Spec
Corrections Tech
Data Processing Tech
Dental Asst/Receptionist
Dependency Tech
Election Coord/Supr
Finance Tech
Human Services Asst
Human Services Tech
Legal Assistant
Mental Health Attendant
Personal Property Tax Collector
Program Coordinator
Program Develop Tech
Administrative Asst
Clerk/Board of Equal

06 Office and Clerical:

Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: bookkeepers, messengers, office machine operators, clerk-typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks and kindred workers.

Office and Clerical

Office Asst 1
Office Asst 2
Office Asst 3
Office Asst 4

07 Skilled Craft Workers:

Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters and kindred workers.

Skilled Craft Workers

Arborist
Blacksmith
Body & Fender Mechanic
Bridge Maint Mechanic
Carpenter
Chemical Applicator Opr
Electronic Tech
Electronic Tech Chief
Equipment Mechanic
Equipment Mechanic Asst
Gardener 1 & 2
Heavy Equipment Opr
Striping Machine Opr
Truck Driver
Plant Maint Engr
Electrician
Sign Painter
HVAC Engineer

08 Service-Maintenance:

Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operators, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundkeepers, refuse collectors, construction laborers.

Service-Maintenance

Animal Care Tech
Animal Control Aide
Auto Service Worker
Bridge Operator
Bridge Operator Coordinator
Custodian
Expo Operations Worker 1 & 2
Garage Attendant
Jail Steward
Maint Worker
Maint Worker/Lead
Park Worker
Pathologist Asst
Sewing Specialist
Warehouse Worker & Chief



WORKFORCE ANALYSIS
[41 CFR § 60-2.11(a)] (1971)

A thorough review and analysis of the work force composition has been conducted as of June 1988, with the following findings:

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COUNTYWIDE

Number and Percentage

**Full Time Employees by Classification
as of June 17, 1988**

COUNTYWIDE - OFFICIALS AND ADMINISTRATORS

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Computer Operator Supr	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Corrections Counseling Supr	3	3	6	3	2	5	0	1	1	0	0	0	0	0	0	0	0	0	0	1
	50.0	50.0	100.0	50.0	33.4	83.4		16.6	16.6											16.6
Corrections Program Mgr 1	5	1	6	5	0	5	0	1	1	0	0	0	0	0	0	0	0	0	0	1
	83.3	16.7	100.0	83.3		83.3		16.6	16.6											16.6
Corrections Program Mgr 2	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Data Processing Mgr	4	1	5	4	1	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	80.0	20.0	100.0	80.0	20.0	100.0														
Data Processing Mgr 2	3	0	3	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Dental Health Officer	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Dentist 2	2	1	3	2	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	66.7	33.3	100.0	66.7	33.3	100.0														
Electrical Supervisor	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Finance Operations Supv	0	2	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Human Services Mgr	4	4	8	4	4	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	50.0	50.0	100.0	50.0	50.0	100.0														
Human Services Specialist	3	20	23	3	16	19	0	2	2	0	1	1	0	0	0	0	1	1	0	4
	13.3	87.0	100.0	13.0	69.6	82.6		8.8	8.8		4.3	4.3				4.3	4.3			17.4
Juvenile Counseling Supv	2	1	3	2	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	66.7	33.3	100.0	66.7	33.3	100.0														
Laundry Supervisor	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Maintenance Opr Supv	5	0	5	5	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Maintenance Supv Roads	5	0	5	5	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Operations Manager	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														

COUNTYWIDE - OFFICIALS AND ADMINISTRATORS

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Operations Supervisor 1	0	12	12	0	9	9	0	2	2	0	1	1	0	0	0	0	0	0	0	3
		100.0	100.0		75.0	75.0		16.7	16.7		1.3	1.3								25.0
Operations Supervisor 2	0	4	4	0	4	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Pharmacist Supr.	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Plant Maintenance Supr	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Program Dev Specialist Sr	2	3	5	2	3	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	40.0	60.0	100.0	40.0	60.0	100.0														
Program Mgmt. Spec.	5	2	7	4	2	6	1	0	1	0	0	0	0	0	0	0	0	0	1	0
	71.5	28.5	100.0	57.2	28.5	85.7	14.3		14.3										14.3	
Program Manager 1	25	7	32	25	6	31	0	1	1	0	0	0	0	0	0	0	0	0	0	1
	78.2	21.8	100.0	78.2	18.8	97.0		3.0	3.0											3.0
Program Manager 2	9	2	11	8	2	10	1	0	1	0	0	0	0	0	0	0	0	0	1	0
	81.9	18.1	100.0	72.8	18.1	90.9	9.1		9.1										9.1	
Program Manager 3	5	1	6	5	1	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	83.3	16.7	100.0	83.3	16.7	100.0														
Program Supervisor	10	5	15	7	5	12	1	0	1	2	0	2	0	0	0	0	0	0	3	0
	66.7	33.3	100.0	46.7	33.3	80.0	6.8		6.8	13.2		13.2							20.0	
Program Staff Asst	4	5	9	4	5	9	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	44.4	55.6	100.0	44.4	55.6	100.0														
Public Safety Mgr.	9	0	9	9	0	9	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
TOTAL	111	76	187	106	66	172	3	7	10	2	2	4	0	0	0	0	1	1	5	10
	59.4	46.6	100.0	56.7	35.3	92.0	1.6	3.7	5.4	1.1	1.1	2.2					1.1	1.1	2.7	5.4

COUNTYWIDE - PROFESSIONAL

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Admin Spec 1	10	7	17	10	7	17	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	58.8	41.2	100.0	58.8	41.2	100.0														
Admin Spec 2	6	5	11	6	4	10	0	1	1	0	0	0	0	0	0	0	0	0	0	1
	54.6	45.4	100.0	54.6	36.4	90.9		9.1	9.1											9.1
Chaplain	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Child Dev Specialist	0	2	2	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	1
		100.0	100.0		50.0	50.0		50.0	50.0											50.0
Civil Engineer/Asst	2	0	2	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1	1	0
	100.0		100.0	50.0		50.0										50.0		50.0	50.0	
Civil Engineer/Assoc	2	0	2	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1	1	0
	100.0		100.0	50.0		50.0										50.0		50.0	50.0	
Community Dev Spec.	0	2	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Community Health Nurse	7	95	102	6	89	95	1	5	6	0	0	0	0	0	0	0	1	1	1	6
	6.9	93.1	100.0	5.9	87.3	93.1	1.0	4.9	5.9								1.0	1.0	1.0	5.9
Corrections Counselor	23	14	37	18	14	32	3	0	3	1	0	1	1	0	1	0	0	0	5	0
	62.2	37.8	100.0	48.7	37.8	86.5	8.1		8.1	2.7		2.7	2.7		2.7				13.5	
Corrections Hearing Offr	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
DA Investigator	2	2	4	2	2	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	50.0	50.0	100.0	50.0	50.0	100.0														
Dental Hygienist	0	3	3	0	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Dentist 1	1	2	3	1	2	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	33.3	66.7	100.0	33.3	66.7	100.0														
Data Proc Spec	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														

2564F/3

COUNTYWIDE - PROFESSIONAL

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Deputy County Counsel 3	5	1	6	4	1	5	1	0	1	0	0	0	0	0	0	0	0	0	1	0
	83.3	16.7	100.0	66.7	16.7	83.3	16.7		16.7										16.7	
Deputy County Counsel 4	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Engineer Structural	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Engineer Traffic	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Facilities Coordin	3	0	3	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Finance Specialist 1	5	5	10	4	4	8	0	1	1	0	0	0	0	0	0	1	0	1	1	1
	50.0	50.0	100.0	40.0	40.0	80.0		10.0	10.0							10.0		10.0	10.0	10.0
Finance Specialist 2	2	5	7	2	5	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	28.5	71.5	100.0	28.5	71.5	100.0														
Health Educator	1	4	5	1	4	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	20.0	80.0	100.0	20.0	80.0	100.0														
Housing Rehab Spec	2	0	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Juvenile Counselor	29	10	39	25	7	32	3	2	5	1	1	2	0	0	0	0	0	0	4	3
	74.4	25.6	100.0	64.1	18.0	82.1	7.7	5.1	12.8	2.6	2.6	5.1							10.3	7.7
Law Clerk	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Management Analyst	3	7	10	3	7	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	30.0	70.0	100.0	30.0	70.0	100.0														
Management Assistant	0	2	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Marriage & Family Couns.	3	2	5	3	2	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	60.0	40.0	100.0	60.0	40.0	100.0														
Medical Technologist	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Microbiologist	1	3	4	1	3	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	25.0	75.0	100.0	25.0	75.0	100.0														
Nurse Practitioner	3	20	23	3	19	22	0	1	1	0	0	0	0	0	0	0	0	0	0	1
	13.0	87.0	100.0	13.0	87.0	95.7		4.3	4.3											4.3

COUNTYWIDE - PROFESSIONAL

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Nutritionist	0	5	5	0	4	4	0	0	0	0	0	0	0	0	0	0	1	1	0	1
		100.0	100.0		80.0	80.0											20.0	20.0		20.0
Pharmacist/Clinic	5	0	5	5	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0		100.0															
Physician	5	2	7	4	2	6	0	0	0	0	0	0	0	0	0	1	0	1	1	0
	71.4	28.6	100.0	57.1	28.6	85.8										14.2		14.2	14.2	
Physician Assistant	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Planner	5	2	7	5	2	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	71.4	28.6	100.0	71.4	28.6	100.0														
Planner Senior	2	0	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Program Dev Spec	11	24	35	9	23	32	0	1	1	0	0	0	0	0	0	2	0	2	2	1
	32.4	67.6	100.0	26.5	67.6	91.4		2.9	2.9							5.7		5.7	5.7	2.9
Regional Park Supv	2	0	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Restitution Invest	0	2	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Sanitarian	12	4	16	10	4	14	0	0	0	0	0	0	0	0	0	2	0	2	2	0
	75.0	25.0	100.0	62.5	25.0	87.5										12.5		12.5	12.5	
Sanitarian Chief	2	0	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
School Mental Health Cons	1	9	10	1	9	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	10.0	90.0	100.0	10.0	90.0	100.0														
Social Worker	2	2	4	1	2	3	0	0	0	0	0	0	0	0	0	1	0	1	1	0
	50.0	50.0	100.0	25.0	50.0	75.0										25.0		25.0	25.0	
Software Systems Spec 2	2	1	3	1	0	1	1	0	1	0	0	0	0	0	0	0	1	1	1	1
	66.7	33.3	100.0	33.3		33.3	33.3		33.3								33.3	33.3	33.3	33.3
Survey Specialist	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Victim Advocate	0	3	3	0	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Volunteer Coordinator	0	2	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Total	164	252	416	143	236	379	9	12	21	2	1	3	1	0	1	9	3	12	21	16
	39.4	60.6	100.0	34.4	56.7	91.1	2.2	2.9	5.1	0.5	0.2	0.7	0.2		0.2	2.2	0.7	2.9	5.1	3.9

COUNTYWIDE - TECHNICIANS

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Cartographer	1	2	3	1	2	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	33.3	66.7	100.0	33.3	66.7	100.0														
Comm. Licensed Prac. Nurse	0	5	5	0	2	2	0	3	3	0	0	0	0	0	0	0	0	0	0	3
		100.0	100.0		40.0	40.0		60.0	60.0											60.0
Computer Operator 1	3	0	3	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Computer Operator 2	4	0	4	4	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Deputy Medical Examiner	5	0	5	5	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Engineer Technician Aide	7	1	8	7	1	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	87.5	12.5	100.0	87.5	12.5	100.0														
Engineer Tech Asst	9	2	11	8	2	10	0	0	0	0	0	0	1	0	1	0	0	0	1	0
	81.7	18.3	100.0	72.7	18.3	90.9							9.1		9.1				9.1	
Engineer Tech Assoc	8	0	8	8	0	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Engineer Tech Principal	2	0	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Engineer Tech Senior	2	0	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Laboratory Technician	0	3	3	0	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Programmer	4	1	5	4	0	4	0	1	1	0	0	0	0	0	0	0	0	0	0	1
	80.0	20.0	100.0	80.0		80.0		20.0	20.0											20.0
Programmer Analyst	5	3	8	5	2	7	0	0	0	0	0	0	0	0	0	0	1	1	0	1
	62.5	37.5	100.0	62.5	25.0	87.5											12.5	12.5		12.5
Programmer Analyst Sr.	7	1	8	6	1	7	0	0	0	0	0	0	0	0	0	1	0	1	1	0
	87.5	12.5	100.0	75.0	12.5	87.5										12.5		12.5	12.5	
Programmer Assistant	1	0	1	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1	0
	100.0		100.0				100.0		100.0										100.0	
Property Appraiser	21	10	31	20	10	30	0	0	0	1	0	1	0	0	0	0	0	0	1	0
	67.8	32.2	100.0	64.6	32.2	96.8				3.2		3.2							3.2	
Property Appraiser Supv.	5	0	5	5	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														

25t4F/11

COUNTYWIDE - TECHNICIANS

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

[illegible]

COUNTYWIDE - PROTECTIVE SERVICES

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Animal Control Field Supv	2	0	2	1	0	1	0	0	0	0	0	0	1	0	1	0	0	0	1	0
	100.0		100.0	50.0		50.0							50.0		50.0				50.0	
Animal Control Officer	6	5	11	6	4	10	0	0	0	0	0	0	0	1	1	0	0	0	0	1
	54.5	45.5	100.0	54.5	45.5	90.9								9.1	9.1					9.1
Corrections Officer	189	50	239	162	44	206	19	6	25	6	0	6	0	0	0	2	0	2	27	6
	79.1	20.9	100.0	67.8	18.4	86.2	8.0	2.5	10.5	2.5		2.5				0.8		0.8	11.3	2.5
Juvenile Groupworker Supv	2	0	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Juvenile Groupworker	11	9	20	9	7	16	2	2	4	0	0	0	0	0	0	0	0	0	2	2
	55.0	45.0	100.0	45.0	35.0	80.0	10.0	10.0	20.0										16.0	16.0
Public Safety Aide	12	11	23	11	9	20	0	1	1	1	0	1	0	0	0	0	1	1	1	2
	52.1	47.9	100.0	47.9	39.1	87.0		4.3	4.3	4.3		4.3					4.3	4.3	4.3	8.6
Scientific Investigator	2	0	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Sergeant	24	3	27	24	3	25	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	88.9	11.1	100.0	88.9	11.1	100.0														
Deputy Sheriff	84	2	86	84	2	86	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	97.7	2.3	100.0	97.7	2.3	100.0														
Corrections Sgt	22	7	29	20	5	25	2	2	4	0	0	0	0	0	0	0	0	0	2	2
	75.9	24.1	100.0	69.0	17.2	86.2	6.9	6.9	13.8										6.9	6.9
Total	354	87	441	321	74	395	23	11	34	7	0	7	1	1	2	2	1	3	33	13
	80.3	19.7	100.0	72.8	16.8	89.6	5.2	2.5	7.7	1.6		1.6	0.2	0.2	0.4	0.4	0.2	0.7	7.5	2.9

2564F/13

COUNTYWIDE - PARAPROFESSIONALS

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Admin Asst	0	8	8	0	7	7	0	1	1	0	0	0	0	0	0	0	0	0	0	1
		100.0	100.0		87.5	87.5		12.5	12.5											12.5
Admin Technician	2	11	13	2	9	11	0	2	2	0	0	0	0	0	0	0	0	0	0	2
	15.0	85.0	85.0	15.0	69.2	85.0	0	15.0	15.0											15.00
Animal Health Tech	0	2	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Case Manager 1	2	12	14	1	11	12	0	1	1	1	0	1	0	0	0	0	0	0	1	1
	14.2	85.8	100.0	7.1	78.5	85.8		7.1	7.1	7.1		7.1							7.1	7.1
Case Manager 2	11	38	49	9	36	45	1	2	3	0	0	0	0	0	0	1	0	1	2	2
	22.4	77.6	100.0	18.4	73.5	91.8	2.0	4.1	6.1							2.0		2.0	4.1	4.1
Civil Deputy	9	0	9	9	0	9	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Clerk/Board of Equal	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Client Advocate	0	2	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Comm Info. Asst	1	3	4	1	2	3	0	0	0	0	1	1	0	0	0	0	0	0	0	1
	25.0	75.0	100.0	25.0	50.0	75.0					25.0	25.0								25.0
Comm Info Tech.	4	2	6	4	2	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	66.6	33.3	100.0	66.6	33.3	100.0														
Comm. Projects Leader	3	1	4	3	1	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	75.0	25.0	100.0	75.0	25.0	100.0														
Comm Ser Place Spec	2	2	4	1	2	3	1	0	1	0	0	0	0	0	0	0	0	0	1	0
	50.0	50.0	100.0	25.0	50.0	75.0	25.0		25.0										25.0	
Corrections Tech	8	12	20	7	11	18	0	1	1	0	0	0	1	0	1	0	0	0	1	1
	40.0	60.0	100.0	35.0	55.0	90.0		5.0	5.0				5.0		5.0				5.0	5.0
Data Processing Tech	1	2	3	1	2	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	33.3	66.7	100.0	33.3	66.7	100.0														
Dental Asst/Recept	0	11	11	0	9	9	0	2	2	0	0	0	0	0	0	0	0	0	0	2
		100.0	100.0		81.9	81.9		18.1	18.1											18.1

25047/1

M - Male
F - Female
T - Total

F - Female
T - Total

56472

COUNTYWIDE - OFFICE & CLERICAL

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

[illegible]

COUNTYWIDE - SKILLED CRAFT WORKERS

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Arborist	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Blacksmith	2	0	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Body & Fender Mechanic	2	0	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Bridge Maintenance Mech	6	0	6	5	0	5	0	0	0	0	0	0	1	0	1	0	0	0	1	0
	100.0		100.0	83.3		83.3							16.7		16.7				16.7	
Carpenter/Maintenance	5	0	5	5	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Chemical Applicator Opr.	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Electrician	9	0	9	8	0	8	0	0	0	0	0	0	0	0	0	1	0	1	1	0
	100.0		100.0	83.3		83.3										16.7		16.7	16.7	
Electronic Technician	4	0	4	4	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Electronic Tech/Chief	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Equipment Mechanic	11	0	11	11	0	11	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Equipment Mechanic Asst.	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Gardener 1	0	1	1	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	1
		100.0	100.0											100.0	100.0					100.0
Gardner 2	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1	0
	100.0		100.0													100.0		100.0	100.0	
Heavy Equipment Operator	6	0	6	6	0	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Plant Maintenance Engineer	4	0	4	4	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Sign Painter	2	0	2	2		2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Striping Machine Operator	4	0	4	4	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														

2564F/9

M - Male
F - Female
T - Total

M - Male
F - Female
T - Total

[illegible]

COUNTYWIDE - SERVICE WORKERS

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Animal Care Technician	4	3	7	3	3	6	0	0	0	1	0	1	0	0	0	0	0	0	1	0
	57.1	42	100.0	42.8	42.8	85.7				14.3		14.3							14.3	
Animal Control Aide	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Bridge Operator	11	1	12	11	1	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	91.6	8.4	100.0	91.6	8.4	100.0														
Custodian	9	3	12	5	2	7	3	1	4	1	0	1	0	0	0	0	0	0	4	1
	75.0	25.0	100.0	41.7	16.7	58.3	25.0	8.3	33.3	8.3		8.3							33.3	8.3
Expo Operations Wrkr 1	2	0	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Garage Attendant	3	0	3	2	0	2	0	0	0	0	0	0	1	0	1	0	0	0	1	0
	100.0		100.0	66.7		66.7							33.3		33.3				33.3	
Jail Steward	3	0	3	3	0	3	0	0	0	0	0	0	1	0	1	0	0	0	1	0
	100.0		100.0	100.0		100.0							33.3		33.3				33.3	
Maintenance Worker	24	4	28	18	4	22	2	0	2	2	0	2	0	0	0	2	0	2	6	0
	85.8	14.2	100.0	64.3	14.2	78.6	7.1		7.1	7.1		6.1				7.1		7.1	21.3	
Maintenance Worker Lead	7	0	7	7	0	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Park Worker	8	0	8	8	0	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Pathologist Asst.	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Sewing Specialist	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1
		100.0	100.0														100.0	100.0		100.0
Warehouse Worker	18	5	23	17	5	22	1	0	1	0	0	0	0	0	0	0	0	0	1	0
	78.2	21.8	100.0	73.9	21.7	95.6	4.4		4.4										4.4	
Warehouse Worker Chief	4	0	4	4	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Total	95	17	112	82	15	97	6	1	7	4	0	4	1	0	1	2	1	3	13	2
	84.9	15.2	100.0	73.2	13.4	86.6	5.4	0.9	6.3	3.6		3.6	0.9		0.9	1.8	0.9	2.7	11.6	1.8
Countywide Total	976	1048	2024	876	919	1795	48	85	133	19	13	32	7	10	17	26	21	47	100	129
	48.2	51.8	100.0	43.3	45.4	88.7	2.4	4.2	6.6	0.9	0.6	1.6	0.4	0.5	0.8	1.3	1.0	2.3	4.9	6.4

Department of Environmental Services

M - Male
F - Female
T - Total

F - Female
T - Total

2699F/1

DES - PROFESSIONAL

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Admin Spec 1	4	2	6	4	2	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	66.0	33.3	100.0	66.0	33.0	100.0														
Program Dev Spec	1	1	2	1	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	50.0	50.0	100.0	50.0	50.0	100.0														
Finance Spec 1	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Regional Park Supr	2	0	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Planner	5	2	7	5	2	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	71.5	28.5	100.0	71.5	28.5	100.0														
Planner/Senior	2	0	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Housing Rehab Spec	2	0	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Survey Specialist	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Civil Engr/Asst	2	0	2	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1	1	0
	100.0		100.0	50.0		50.0										50.0		50.0	50.0	
Civil Engr/Assoc	2	0	2	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1	1	0
	100.0		100.0	50.0		50.0										50.0		50.0	50.0	
Facilities Coord	2	0	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Engineer/Traffic	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Admin Spec 2	0	1	1	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	1
		100.0	100.0					100.0	100.0											100.0
Finance Spec 2	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Engineer/Structural	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Management Asst	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														

2699F/2

DES - PROFESSIONAL

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

[illegible]

M - Male
F - Female
T - Total

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Right of Way Permits/Chief	1 100.0	0	1 100.0	1 100.0	0	1 100.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Engineer Tech/Aide	7 87.5	1 12.5	8 100.0	7 87.5	1 12.5	8 100.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Engineer Tech/Asst	9 81.9	2 18.1	11 100.0	8 72.9	2 18.1	10 90.9	0	0	0	0	0	0	1 9.1	0	1 9.1	0	0	0	1 9.1	0
Engineer Tech/Assoc	8 100.0	0	8 100.0	8 100.0	0	8 100.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Engineer Tech/Sr	2 100.0	0	2 100.0	2 100.0	0	2 100.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Engineer Tech/Prin	2 100.0	0	2 100.0	2 100.0	0	2 100.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	29 90.6	3 9.4	32 100.0	28 87.5	3 9.4	31 96.9	0	0	0	0	0	0	1 3.1	0	1 3.1	0	0	0	1 3.1	0

DES - PARAPROFESSIONAL

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

[illegible]

2699F/6

M - Male
F - Female
T - Total

F - Female
T - Total

2699F/7

DES - SKILLED CRAFT

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Electrician	9	0	9	8	0	8	0	0	0	0	0	0	0	0	0	1	0	1	1	0
	100.0		100.0	88.9		88.9										11.1		11.1	11.1	
Sign Painter	2	0	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Arborist	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Gardener 1	0	1	1	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	1
		100.0	100.0											100.0	100.0					100.0
Gardener 2	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1	0
	100.0		100.0													100.0		100.0	100.0	
Bridge Maint. Mech	6	0	6	5	0	5	0	0	0	0	0	0	1	0	1	0	0	0	1	0
	100.0		100.0	83.3		83.3							16.7		16.7				16.7	
Striping Machine Opr	4	0	4	4	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Plant Maint Engr	4	0	4	4	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
HVAC Engineer	5	0	5	4	0	4	1	0	1	0	0	0	0	0	0	0	0	0	1	0
	100.0		100.0	80.0		80.0	20.0		20.0										20.0	
Blacksmith	2	0	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Electronic Tech	4	0	4	4	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Electronic Tech/Cf	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Carpenter/Maint	5	0	5	5	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Truck Driver	12	0	12	11	0	11	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	91.7		91.7														
Heavy Equip Opr	6	0	6	6	0	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Equipment Mech	11	0	11	11	0	11	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														

2699F/8

DES - SKILLED CRAFT

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

[illegible]

DES - SERVICE WORKER

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Park Worker	8	0	8	8	0	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Bridge Opr	11	1	12	11	1	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	91.7	8.3	100.0	91.7	8.3	100.0														
Animal Care Tech	4	3	7	3	3	6	0	0	0	1	0	1	0	0	0	0	0	0	1	0
	57.1	42.9	100.0	42.9	42.9	85.8				14.2		14.2							14.2	
Animal Cont Aide	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Maint Worker	24	1	25	18	1	19	2	0	2	2	0	2	0	0	0	2	0	2	6	0
	96.0	4.0	100.0	72.0	4.0	76.0	8.0		8.0	8.0		8.0				8.0		8.0	24.0	
Maint Worker/Lead	7	0	7	7	0	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Warehouse Worker	2	0	2	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	1	0
	100.0		100.0	50.0		50.0	50.0		50.0										50.0	
Warehouse Wrk/Cf	2	0	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Custodian	9	3	12	5	2	7	3	1	4	1	0	1	0	0	0	0	0	0	4	1
	75.0	25.0	100.0	41.7	16.7	58.3	25.0	8.3	33.3	8.3		8.3							33.3	8.3
Garage Attendant	3	0	3	2	0	2	0	0	0	0	0	0	1	0	1	0	0	0	1	0
	100.0		100.0	66.7		66.7							33.3		33.3				33.3	
Expo Operations Wkr	2	0	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Total	73	8	81	60	7	67	6	1	7	4	0	4	1	0	1	2	0	2	13	1
	90.1	9.9	100.0	74.1	8.6	82.7	7.4	1.2	8.6	4.9		4.9	1.2		1.2	2.5		2.5	16.1	1.2
DES Total	247	72	319	224	63	287	7	2	9	4	1	5	5	5	10	7	1	8	23	9
	77.4	22.6	100.0	70.2	19.8	90.0	2.2	0.6	2.8	1.3	0.3	1.6	1.6	1.6	3.1	2.2	0.3	2.5	7.2	2.8

2699F/10

Sheriff's Office

M - Male
F - Female
T - Total

F - Female
T - Total

[illegible]

MCSO - PROFESSIONAL

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Correct. Hearings Off	1 100.0	0	1 100.0	1 100.0	0	1 100.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Correct. Counselor	9 52.9	8 47.1	17 100.0	6 35.3	8 47.3	14 82.6	1 5.8	0	1 5.8	1 5.8	0	1 5.8	1 5.8	0	1 5.8	0	0	0	3 17.4	0
Chaplain	0 100.0	1	1 100.0	0	1 100.0	1 100.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Management Analyst	0 100.0	3	3 100.0	0	3 100.0	3 100.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Admin Spec 1	1 100.0	0	1 100.0	1 100.0	0	1 100.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
volunteer Coord.	0 100.0	1	1 100.0	0	1 100.0	1 100.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	11 45.8	13 54.2	24 100.0	8 33.3	13 54.2	21 87.5	1 4.2	0	1 4.2	1 4.2	0	1 4.2	1 4.2	0	1 4.2	0	0	0	3 12.5	0

MCSO - TECHNICIANS

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

[illegible]

MCSO - PROTECTIVE SERVICE

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Corrections Officer	189	50	239	162	44	206	19	6	25	6	0	6	0	0	0	2	0	2	27	6
	79.1	20.9	100.0	67.8	18.4	86.2	8.0	2.5	10.5	2.5		2.5				0.8		0.8	11.3	2.5
Corrections Sgt	22	7	29	20	5	25	2	2	4	0	0	0	0	0	0	0	0	0	2	2
	75.9	24.1	100.0	69.0	17.2	86.2	6.9	6.9	13.8										6.9	6.9
Deputy Sheriff	84	2	86	84	2	86	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	97.7	2.3	100.0	97.7	2.3	100.0														
Sergeant	24	3	27	24	3	27	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	88.9	11.1	100.0	88.9	11.1	100.0														
Scientific Invest	2	0	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Public Safety Aide	12	11	23	11	9	20	0	1	1	1	0	1	0	0	0	0	1	1	1	2
	52.1	47.9	100.0	47.9	39.2	87.1		4.3	4.3	4.3		4.3					4.3	4.3	4.3	8.6
Total	333	73	406	303	63	366	21	3	30	7	0	7	0	0	0	2	1	3	30	10
	82.0	18.0	100.0	74.6	15.5	90.2	5.2	2.2	7.4	1.7		1.7				0.5	0.3	0.7	7.4	2.5

7694F/14

MCSO - PARAPROFESSIONAL

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Correct. Tech	7	5	12	6	4	10	0	1	1	0	0	0	1	0	1	0	0	0	1	1
	58.3	41.7	100.0	50.0	33.4	83.4		8.3	8.3				8.3		8.3				8.3	8.3
Comm Svc Place. Spec	2	0	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Mental Hlth Attend	2	1	3	2	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	66.7	33.3	100.0	66.7	33.3	100.0														
Admin Tech	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Comm Info Tech	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Prog Dev Tech	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Program Coord	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Finance Tech	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Civil Deputy	9	0	9	9	0	9	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0																
Total	20	11	31	19	10	29	0	1	1	0	0	0	1	0	1	0	0	0	1	1
	64.5	35.5	100.0	61.3	32.3	93.6		3.2	3.2				3.2		3.2				3.2	3.2

MCSO - OFFICE/CLERICAL

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Office Asst 2	3 6.4	44 93.6	47 100.0	3 6.4	40 85.1	43 91.6	0	1 2.1	1 2.1	0	1 2.1	1 2.1	0	0	0	0	2 4.2	2 4.2	0	4 8.4
Office Asst 3	0	9 100.0	9 100.0	0	7 77.8	7 77.8	0	1 11.1	1 11.1	0	0	0	0	0	0	0	1 11.1	1 11.1	0	2 22.2
Office Asst 4	2 28.6	5 71.4	7 100.0	2 28.6	5 71.4	7 100.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	5 7.9	58 92.1	63 100.0	5 7.9	52 82.5	57 90.5	0	2 3.2	2 3.2	0	1 1.6	1 1.6	0	0	0	0	3 4.8	3 4.8	0	6 9.5

2699F/16

MCSO - SERVICE WORKERS

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Warehouse Worker	10 76.9	3 23.1	13 100.0	10 76.9	3 23.1	13 100.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sewing Specialist	0	1 100.0	1 100.0	0	0	0	0	0	0	0	0	0	0	0	0	0	1 100.0	1 100.0	0	1 100.0
Jail Steward	3 100.0	0	3 100.0	3 100.0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	13 76.5	4 23.4	17 100.0	13 76.5	3 17.7	16 94.1	0	0	0	0	0	0	0	0	0	0	1 5.9	1 5.9	0	1 5.9
MCSO - Total	403 70.6	168 29.4	571 100.0	369 64.6	147 25.7	516 90.4	22 3.9	14 2.5	36 6.3	8 1.4	1 0.2	9 1.6	2 0.4	0	2 0.4	2 0.4	6 1.0	8 1.4	34 6.0	21 3.7

Department of General Services

DGS - OFFICIALS AND ADMINISTRATORS

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Program Mgr 3	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Program Mgr 2	4	2	6	3	2	5	1	0	1	0	0	0	0	0	0	0	0	0	1	0
	66.7	33.3	100.0	50.0	33.3	83.3	16.7		16.7										16.7	
Program Mgt. Spec	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Program Mgr 1	6	2	8	6	1	7	0	1	1	0	0	0	0	0	0	0	0	0	0	1
	75.0	25.0	100.0	75.0	12.5	87.5		12.5	12.5											12.5
Computer Opr Supr	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Opr Supr 2	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Program/Staff Asst	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Data Proc Mgr 2	3	0	3	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Data Proc Mgr 1	4	1	5	4	1	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	80.0	20.0	100.0	80.0	20.0	100.0														
Finance Opr Supr	0	2	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Opr Supr 1	0	5	5	0	4	4	0	0	0	0	1	1	0	0	0	0	0	0	0	1
		100.0	100.0		80.0	80.0					20.0	20.0								20.0
Total	20	14	34	19	12	31	1	1	2	0	1	1	0	0	0	0	0	0	1	2
	58.8	41.2	100.0	55.9	35.3	91.2	2.9	2.9	5.9		2.9	2.9							2.9	5.9

2699F/18

DGS - PROFESSIONALS

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Dep Co. Counsel 4	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Dep Co. Counsel 3	5	1	6	4	1	5	1	0	1	0	0	0	0	0	0	0	0	0	1	0
	83.3	16.7	100.0	66.7	16.7	83.4	16.6		16.6										16.6	
Management Asst	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Admin Spec 2	4	4	8	4	4	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	50.0	50.0	100.0	50.0	50.0	100.0														
Finance Spec 2	1	3	4	1	3	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	25.0	75.0	100.0	25.0	75.0	100.0														
Law Clerk	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Management Analyst	3	4	7	3	4	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	42.9	57.1	100.0	42.9	57.1	100.0														
Software Sys Spec 2	2	1	3	1	0	1	1	0	1	0	0	0	0	0	0	0	1	1	1	1
	66.7	33.3	100.0	33.3		33.3	33.3		33.3								33.3	33.3	33.3	33.3
Data Proc Spec	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Admin Spec 1	3	4	7	3	4	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	42.9	57.1	100.0	42.9	57.1	100.0														
Finance Spec 1	1	3	4	0	2	2	0	1	1	0	0	0	0	0	0	1	0	1	1	1
	25.0	75.0	100.0		50.0	50.0		25.0	25.0							25.0		25.0	25.0	25.0
Total	20	23	43	17	21	38	2	1	3	0	0	0	0	0	0	1	1	2	3	2
	46.5	53.5	100.0	39.5	48.8	88.4	4.7	2.3	7.0							2.3	2.3	4.7	7.0	4.7

EE 49719

DGS - TECHNICIANS

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Cartographer	1	2	3	1	2	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	33.3	66.7	100.0	33.3	66.7	100.0														
Property Appraiser Supr	5	0	5	5	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Computer Opr 2	4	0	4	4	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Property Appraiser	21	10	31	20	10	30	0	0	0	1	0	1	0	0	0	0	0	0	1	0
	67.8	32.2	100.0	64.5	32.2	96.7				3.3		3.3							3.3	
Computer Opr 1	3	0	3	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Programmer/Analyst	5	2	7	5	2	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	71.4	28.6	100.0	71.4	28.6	100.0														
Programmer/Asst	1	0	1	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1	0
	100.0		100.0				100.0		100.0										100.0	
Programmer	4	1	5	4	0	4	0	1	1	0	0	0	0	0	0	0	0	0	0	1
	80.0	20.0	100.0	80.0		80.0		20.0	20.0											20.0
Programmer/Analyst/Sr	7	1	8	6	1	7	0	0	0	0	0	0	0	0	0	1	0	1	1	0
	87.5	12.5	100.0	75.00	12.5	87.5										12.5		12.5	12.5	
Total	51	16	67	48	15	63	1	1	2	1	0	1	0	0	0	1	0	1	3	1
	76.1	23.9	100.0	71.6	22.4	94.0	1.5	1.5	3.0	1.5		1.5				1.5		1.5	4.5	1.5

2699F/20

DGS - PARAPROFESSIONAL

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

[illegible]

DGS - OFFICE/CLERICAL

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

[illegible]

DGS - SERVICE

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Warehouse Worker/Cf	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Warehouse Worker	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Total	2	0	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
DGS - Total	06	177	283	97	159	256	4	12	16	2	1	3	0	2	2	3	3	6	9	18
	33.5	62.5	100.0	34.3	56.2	90.5	1.4	4.2	5.7	0.7	0.4	1.1		0.7	0.7	1.1	1.1	2.1	3.2	6.4

Department of Justice Services

M - Male
F - Female
T - Total

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

[illegible]

DJS - PROFESSIONALS

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

[illegible]

2699F/25

DJS - TECHNICIANS

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

[illegible]

DJS - PARAPROFESSIONAL

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

[illegible]

DJS - OFFICE/CLERICAL

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

[illegible]

DJS - SERVICE

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

[illegible]

Department of Human Services

DHS - OFFICIALS AND ADMINISTRATORS

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Dental Health Off	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Program Mgr 3	3	1	4	3	1	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	75.0	25.0	100.0	75.0	25.0	100.0														
Human Svcs Mgr	4	4	8	4	4	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	50.0	50.0	100.0	50.0	50.0	100.0														
Program Mgt Spec	2	1	3	2	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	66.7	33.3	100.0	66.7	33.3	100.0														
Pharmacist Supr	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Program Mgr 1	6	2	8	6	2	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	75.0	25.0	100.0	75.0	25.0	100.0														
Juvenile Couns Supr	2	1	3	2	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	66.7	33.3	100.0	66.7	33.3	100.0														
Program Supr	7	3	10	4	3	7	1	0	1	2	0	2	0	0	0	0	0	0	3	0
	70.0	30.0	100.0	40.0	30.0	70.0	10.0		10.0	20.0		20.0							30.0	
Program/Staff Asst	1	2	3	1	2	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	33.3	66.7	100.0	33.3	66.7	100.0														
Prog Dev Spec/Sr	1	2	3	1	2	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	33.3	66.7	100.0	33.3	66.7	100.0														
Human Svc Spec	3	20	23	3	16	19	0	2	2	0	1	1	0	0	0	0	1	1	0	4
	13.0	87.0	100.0	13.0	70.0	83.0		9.0	9.0		4.0	4.0					4.0	4.0		17.4
Oper Supr 1	0	6	6	0	4	4	0	2	2	0	0	0	0	0	0	0	0	0	0	2
		100.0	100.0		66.7	66.7		33.3	33.3											33.3
Dentist 2	2	1	3	2	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	66.7	33.3	100.0	66.7	33.3	100.0														
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	32	44	76	29	38	67	1	4	5	2	1	3	0	0	0	0	1	1	3	6
	42.1	57.9	100.0	38.2	50.0	88.2	1.3	5.3	6.6	2.6	1.3	4.0					1.3	1.3	4.0	7.9

LE99F/30

DHS - PROFESSIONALS

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Physician	5	2	7	4	2	6	0	0	0	0	0	0	0	0	0	1	0	1	1	0
	71.4	28.6	100.0	57.4	28.6	85.7										14.3		14.3	14.3	
Dentist 1	1	2	3	1	2	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	33.3	66.7	100.0	33.3	66.7	100.0														
Pharmacist/Clinic	5	0	5	5	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Finance Spec 2	0	2	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Admin Spec 2	2	0	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Facilities Coord.	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
School Mental Hlth Cons	1	9	10	1	9	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	10.0	90.0	100.0	10.0	90.0	100.0														
Sanitarian	12	4	16	10	4	14	0	0	0	0	0	0	0	0	0	2	0	2	2	0
	75.0	25.0	100.0	62.5	25.0	87.5										12.5		12.5	12.5	
Sanitarian/Chief	2	0	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Dental Hygienist	0	3	3	0	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Health Educator	1	4	5	1	4	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	20.0	80.0	100.0	20.0	80.0	100.0														
Child Dev Spec	0	2	2	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	1
		100.0	100.0		50.0	50.0		50.0	50.0											50.0
Nutritionist	0	5	5	0	4	4	0	0	0	0	0	0	0	0	0	0	1	1	0	1
		100.0	100.0		80.0	80.0											20.0	20.0		20.0
Medical Technologist	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Microbiologist	1	3	4	1	3	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	25.0	75.0	100.0	25.0	75.0	100.0														
Comm Health Nurse	7	95	102	6	89	95	1	5	6	0	0	0	0	0	0	0	1	1	1	6
	6.9	93.1	100.0	25.0	87.3	93.1	1.0	4.9	5.9								1.0	1.0	1.0	5.9
Nurse Practitioner	3	20	23	3	19	22	0	1	1	0	0	0	0	0	0	0	0	0	0	1
	13.0	87.0	100.0	13.0	82.6	95.7		4.3	4.3											4.3

269345

DHS - PROFESSIONALS

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Physician Asst	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Social Worker	2	2	4	1	2	3	0	0	0	0	0	0	0	0	0	1	0	1	1	0
	50.0	50.0	100.0	25.0	50.0	75.0										25.0		25.0	25.0	
Juvenile Groupworker	29	10	39	25	7	32	3	2	5	1	1	2	0	0	0	0	0	0	4	3
	74.4	25.6	100.0	64.1	18.0	82.1	7.7	5.1	12.8	2.6	2.6	5.1							10.3	7.7
Volunteer Coord	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Finance Spec 1	4	1	5	4	1	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	80.0	20.0	100.0	80.0	20.0	100.0														
Prog Dev Spec	10	22	32	8	21	29	0	1	1	0	0	0	0	0	0	2	0	2	2	1
	31.3	68.8	100.0	25.0	65.6	90.6		3.1	3.1							6.2		6.2	6.2	3.1
Admin Spec 1	2	1	3	2	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	66.7	33.3	100.0	66.7	33.3	100.0														
Total	88	190	278	77	177	254	4	10	14	1	1	2	0	0	0	6	2	8	11	13
	31.6	68.4	100.0	27.7	63.7	91.4	1.4	3.6	5.0	0.4	0.4	0.7				2.2	0.7	2.9	4.0	4.7

DHS - TECHNICIANS

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

[illegible]

2699F/33

DHS - PROTECTIVE SERVICES

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

[illegible]

2699F/34

DHS - PARAPROFESSIONALS

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Dental Asst/Recept	0	11	11	0	9	9	0	2	2	0	0	0	0	0	0	0	0	0	0	2
		100.0	100.0		81.8	81.8		18.2	18.2											18.2
Admin Asst	0	2	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Case Manager 1	2	12	14	1	11	12	0	1	1	1	0	1	0	0	0	0	0	0	1	1
	14.3	85.7	100.0	7.1	78.6	85.7		7.1	7.1	7.1		7.1							7.1	7.1
Case Manager 2	11	38	49	9	36	45	1	2	3	0	0	0	0	0	0	1	0	1	2	2
	22.4	77.6	100.0	18.4	73.5	91.8	2.0	4.1	6.1							2.0		2.0	4.1	4.1
Client Advocate	0	2	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Human Svc Asst	1	2	3	1	2	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	33.3	66.7	100.0	33.3	66.7	100.0														
Human Svc Tech	8	20	28	2	9	11	0	3	3	0	4	4	0	0	0	6	4	10	6	11
	28.6	71.4	100.0	7.1	23.1	39.2		10.7	10.7		14.3	14.3				21.4	14.3	35.7	21.4	39.3
Comm Svc Place Spec	1	0	1	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1	0
	100.0		100.0				100.0		100.0										100.0	
Finance Tech	1	2	3	0	2	2	1	0	1	0	0	0	0	0	0	0	0	0	1	0
	33.3	66.7	100.0		66.7	66.7	33.3		33.3										33.3	
Program Coord	1	3	4	0	1	1	1	1	2	0	1	1	0	0	0	0	0	0	1	2
	25.0	75.0	100.0		25.0	25.0	25.0	25.0	50.0		25.0	25.0							25.0	50.0
Comm Info Tech	1	3	4	1	2	3	0	0	0	0	1	1	0	0	0	0	0	0	0	1
	25.0	75.0	100.0	25.0	50.0	75.0					25.0	25.0								25.0
Program Dev Tech	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Comm Info Tech	3	1	4	3	1	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	75.0	25.0	100.0	75.0	25.0	100.0														
Admin Tech	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Total	29	98	127	17	73	96	4	9	13	1	6	7	0	0	0	7	4	11	12	19
	22.8	77.2	100.0	13.4	62.2	75.6	3.2	7.1	10.2	0.8	4.7	5.5				5.5	3.2	8.7	9.4	15.0

2/9/90/95

DHS - OFFICE/CLERICAL

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Office Asst 1	0	6	6	0	6	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Office Asst 2	8	117	125	5	92	97	1	18	19	1	2	3	0	1	1	1	4	5	3	25
	6.4	93.6	100.0	4.0	73.6	77.6	0.8	14.4	15.2	0.8	1.6	2.4		0.8	0.8	0.8	3.2	4.0	2.4	20.0
Office Asst 3	1	19	20	1	17	18	0	2	2	0	0	0	0	0	0	0	0	0	0	2
	5.0	95.0	100.0	5.0	85.0	90.0		10.0	10.0											10.0
Office Asst 4	0	6	6	0	6	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Total	9	148	157	6	121	127	1	20	21	1	2	3	0	1	1	1	4	5	3	27
	5.7	94.3	100.0	3.8	77.1	80.9	0.6	12.7	13.4	0.6	1.3	1.9		0.6	0.6	0.6	2.6	3.2	1.9	17.2

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

[illegible]

111

DHS - SERVICE/MAINTENANCE

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

M - Male
F - Female
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Warehouse Wkr./Cf	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0														
Warehouse Worker	5	2	7	5	2	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	71.4	28.6	100.0	28.6	100.0															
Maint Worker	0	3	3	0	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Total	6	5	11	6	5	11	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	54.6	45.4	100.0	54.6	45.4	100.0														
DHS - Total	179	503	682	148	433	581	12	48	60	5	10	15	0	1	1	14	11	25	31	70
	26.3	73.7	100.0	21.7	63.5	85.2	1.8	7.0	8.8	0.7	1.5	2.2		0.2	0.2	2.1	1.6	3.7	4.6	10.3

2699F/38

Nondepartmental

M - Male
F - Female
T - Total

F - Female
T - Total

2699F/39

M - Male
F - Female
T - Total

Number and percentage of permanent, full time employees by classification, as of June 17, 1988

[illegible]

2099F/40



**Multnomah County Employment
by Departments, Ranked Based
on Total Full-Time County Employees
as of June 1988**

<u>Department/Office Rank</u>	<u>1987 Total Employees</u>	<u>% of County Workforce</u>	<u>1988 Total Employees</u>	<u>County's % of Workforce</u>
1. Department of Human Services	555	29.1%	685	33.8%
2. Sheriff's Office	504	26.4%	568	28.1%
3. Department of Environmental Services	327	17.2%	318	15.7%
4. Department of General Services	286	15.0%	279	13.8%
5. Department of Justice Services	230	12.0%	167	8.2%
6. Nondepartmental	3	0.3%	8	0.4%
Countywide	1,905	100.0%	2,025	100.0%

Notes:

- The majority of Multnomah County employees (61.9%) are employed by the Department of Human Services (33.8%) and the Sheriff's Office (28.1%).
- The remaining employees (38.1%) are employed by the Department of Environmental Services (15.7%), the Department of General Services (13.8%), the Department of Justice Services (8.2%) and Nondepartmental (0.4%).
- In comparison with 1987 employee percentages, the Department of Human Services and the Sheriff's Office experienced a 6.4% staff increase.
- Total County employees increased from 1,905 in 1987, to 2,025 in 1988.

Source: Occupational Category Statistical Report, June 1987 and 1988, published by the Employee Services Division; Department of General Services; Multnomah County, Oregon.

**MULTNOMAH COUNTY
DEPARTMENT/OFFICE
AFFIRMATIVE ACTION UTILIZATION
Goal 1986-88⁽¹⁾**

<u>Female</u> 47.7	<u>Minority</u> 12.3	<u>Black</u> 6.5	<u>Hispanic</u> 1.9	<u>Asian</u> 3.2	<u>Native American</u> 0.7
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**DEPARTMENT/OFFICE ACTUAL UTILIZATION STATUS
As of June 30, 1988⁽²⁾**

Department/Office	Female %	Minority %	Black %	Hispanic %	Asian %	Native American %
Environmental Svcs.	23.0	10.1	2.8	1.6	2.5	3.2
General Services	62.7	9.7	5.7	1.1	2.2	0.7
Human Services	73.7	14.7	8.8	2.2	3.6	0.2
Justice Services	77.2	7.2	6.0	0.0	0.0	1.2
Sheriff's Office	29.0	10.0	6.6	1.6	1.5	0.4

NOTES⁽³⁾:

- The Department of Environmental Services moved from having the lowest percentage of minorities in 1987, to the second highest percentage in 1988. The department still has the lowest percentage of female employees in the County.
- The Department of Justice Services has the lowest percentage in the County for minority employees (7.2%). However, the Department of Justice Services has the highest percentage of female employees (77.2%) in the County.
- The Department of Human Services has the highest percentage for minority employees (14.7%) in the County.
- During the 1986-87 Annual Reporting period, a member of every protected group was represented in every Department of Multnomah County. This is no longer true, the Department of Justice Services has no Hispanic or Asian employee working within the department.

Sources:

- ⁽¹⁾ Multnomah County's 1986-88 Affirmative Action Plan.
- ⁽²⁾ Occupational Category Statistical Report, June 30, 1988; Employee Relations Division, Department of General Services; Multnomah County, Oregon.
- ⁽³⁾ Annual Report on Affirmative Action Program; Multnomah County, Oregon; June 1986 to June 1987.

Multnomah County Employment/Civilian
Labor Force (SMA) Percent Comparisons

Table 3

Percentage

Labor Force	Male	Female	Minority	White	Black	Hispanic	Asian	Native American
Multnomah County as of June 1988	48.1	51.9	11.4	88.6	6.6	1.6	2.3	0.9
State of Oregon (SA)	58.4	41.6	6.0	94.0	1.3	2.3	1.4	0.9
Portland SMA	56.8	43.2	7.3	92.7	2.6	1.8	2.2	0.6
City of Portland (SA)	55.3	44.7	12.3	87.7	6.5	1.9	3.2	0.7
Multnomah County (SA)	55.9	44.1	9.7	90.3	4.4	1.8	2.7	0.7
Multnomah County Population 1980 Census	48.1	51.9	11.1	88.9	5.2	1.9	2.9	0.9

Note: The Labor Force and 1980 Census data above indicate that Multnomah County is moving towards meeting the minimum requirements of the Office of Federal Contract Compliance Revised Order No. 4, Subpart B, paragraph 60-2.11; Section (a), (1), (i) - (v) and (2), (i) - (v), for compliance with affirmative action requirements.

Multnomah County's Labor Force percentage for minorities continue to lead all minority statistical area Labor Force percentages, except those for the City of Portland (SA).

Source: - 1980 Census, U.S. Census Bureau
 - Labor Market Information Reports, Research and Statistics Section, State of Oregon Employment Division.
 - Occupational Category Statistical Report, Employee Relations Division, Department of General Services, Multnomah County.

**MULTNOMAH COUNTY
Goals/Utilization
(Comparisons)
Parity Utilization Goals
for 1986-88⁽¹⁾**

Table 4

<u>Male</u>	<u>Female</u>	<u>White</u>	<u>Minority</u>	<u>Black</u>	<u>Hispanic</u>	<u>Asian</u>	<u>Native American</u>
52.3	47.7	87.7	12.3	6.5	1.9	3.2	0.7

**Actual Utilization
as of June 30, 1988⁽²⁾**

<u>Male</u>	<u>Female</u>	<u>White</u>	<u>Minority</u>	<u>Black</u>	<u>Hispanic</u>	<u>Asian</u>	<u>Native American</u>
48.1	51.9	88.6	11.4	6.6	1.6	2.3	0.9

**Utilization Profile
for June 1987⁽²⁾**

<u>Male</u>	<u>Female</u>	<u>White</u>	<u>Minority</u>	<u>Black</u>	<u>Hispanic</u>	<u>Asian</u>	<u>Native American</u>
48.8	51.2	88.4	11.6	6.8	1.4	2.4	1.0

**Utilization Profile
at time of Affirmative
Action Plan Implementation
September 1985⁽²⁾**

<u>Male</u>	<u>Female</u>	<u>White</u>	<u>Minority</u>	<u>Black</u>	<u>Hispanic</u>	<u>Asian</u>	<u>Native American</u>
50.9	49.1	89.3	10.7	6.7	0.8	2.4	0.8

Notes: Since the implementation of Multnomah County's 1986-88 Affirmative Action Plan, the County has improved its representation of minorities in its workforce from 10.7% in 1985 to 11.4% in 1988. Female went from 49.1% in 1985 to 51.9% in 1988. The major improvement in minority representation occurred among Hispanics, representing 0.8% of the workforce in 1985 and moving to 1.6% of the workforce as of June 1988.

Source of data: ⁽¹⁾1986-88 Affirmative Action Plan; ⁽²⁾Occupational Utilization Statistical Reports, Employee Services Division, the Department of General Services, Multnomah County, Oregon.

Multnomah County Workforce
Fiscal Year End
FY 1984-85 through FY 1987-88

Table 5

RACE	FY 84-85			FY 85-86			FY 86-87			FY 87-88		
	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total All Races	1812 100.0	923 50.9	889 49.1	1847 100.0	925 50.1	922 49.9	1905 100.0	929 48.8	976 51.2	2025 100.0	975 48.2	1050 100.0
White	1618 89.3	835 46.1	783 43.2	1647 89.2	837 45.3	810 43.9	1685 88.5	832 43.7	853 44.8	1795 88.6	874 43.1	921 45.5
Black	121 6.7	43 2.4	78 4.3	121 6.6	42 2.3	79 4.3	129 6.8	45 2.4	84 4.4	134 6.8	49 2.4	85 4.2
Hispanic	16 0.8	8 0.4	8 0.4	18 0.9	10 0.5	8 0.4	26 1.4	15 0.8	11 0.6	32 1.6	19 0.9	13 0.7
Asian	43 2.4	28 1.6	15 0.8	46 2.5	28 1.5	18 1.0	46 2.4	27 1.4	19 1.0	47 2.3	26 1.3	21 1.0
American Indian	14 0.8	9 0.5	5 0.3	15 0.8	8 0.4	7 0.4	19 1.0	10 0.5	9 0.5	17 0.9	7 0.4	10 0.5
Total Minority	194 10.7	88 4.9	106 5.9	200 10.8	88 4.8	112 6.1	220 11.6	97 5.1	123 6.5	230 11.4	101 5.0	129 6.4

Notes: At the end of Fiscal Year 1987-88, Multnomah County's workforce consisted of 2025 full-time employees of which 230 (11.4%) were minorities and 1050 (51.9%) were women. The figures for both minority and female representation in the workforce were above levels achieved at the beginning of the Affirmative Action Planning Year 1984-85.

Source: Countywide, Occupational Category Reports, published by the Employee Services Division, Department of General Services, Multnomah County, Oregon.

Department of Environmental Services Workforce
Fiscal Year Ending
FY 1984-85 through FY 1987-88

Table 6

RACE	FY 84-85			FY 85-86			FY 86-87			FY 87-88		
	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total All Races	310 100.0	247 79.7	63 20.3	303 100.0	239 78.9	64 21.1	327 100.0	256 78.3	71 21.7	318 100.0	245 77.0	73 23.0
White	286 92.3	228 73.6	58 18.7	279 92.1	219 72.3	60 19.8	297 90.9	234 71.6	63 19.3	286 89.9	222 69.8	64 20.1
Black	8 2.6	5 1.6	3 1.0	6 2.0	4 1.3	2 0.7	8 2.4	5 1.5	3 0.9	9 2.8	7 2.2	2 0.6
Hispanic	3 1.0	2 0.7	1 0.3	3 1.0	3 1.0	0 0.0	3 0.9	2 0.6	1 0.3	5 1.6	4 1.3	1 0.3
Asian	7 2.3	7 2.3	0 0.0	8 2.6	8 2.6	0 0.0	8 2.5	8 2.5	0 0.0	8 2.5	7 2.2	1 0.3
American Indian	6 1.9	5 1.6	1 0.3	7 2.4	5 1.7	2 0.7	11 3.3	7 2.1	4 1.2	10 3.2	5 1.6	5 1.6
Total Minority	24 7.7	19 6.1	5 1.6	24 7.9	20 6.6	4 1.3	30 9.2	22 6.7	8 2.5	32 10.1	23 7.2	9 2.9

Notes: At the end of Fiscal Year 1987-88, the Department of Environmental Services' workforce consisted of 318 full-time employees of which 32 (10.1%) were minorities and 73 (23.0%) were women. The figures for both minority and female representation in the workforce were above levels achieved at the beginning of the Affirmative Action Planning Year 1984-85.

Source: Department of Environmental Services, Occupational Category Reports, published by the Employee Services Division, Department of General Services, Multnomah County, Oregon.

Department of General Services Workforce
Fiscal Year Ending
FY 1984-85 through FY 1987-88

Table 7

RACE	FY 84-85			FY 85-86			FY 86-87			FY 87-88		
	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total All Races	327 100.0	141 43.1	186 56.9	327 100.0	136 41.6	191 58.4	286 100.0	108 37.8	178 62.2	279 100.0	104 37.3	175 62.7
White	290 88.7	125 38.2	165 50.5	293 89.6	123 37.6	170 52.0	258 90.2	98 34.3	160 55.9	257 90.4	95 34.1	157 56.3
Black	23 7.1	10 3.1	13 4.0	19 5.8	7 2.1	12 3.7	17 6.0	5 1.8	12 4.2	16 5.7	4 1.4	12 4.3
Hispanic	4 1.2	1 0.3	3 0.9	4 1.2	1 0.3	3 0.9	3 1.1	1 0.4	2 0.7	3 1.1	2 0.7	1 0.4
Asian	7 2.1	5 1.5	2 0.6	8 2.2	5 1.3	3 0.9	6 3.1	4 1.4	2 0.7	6 2.2	3 1.1	3 1.1
American Indian	3 0.9	0 0.0	3 0.9	3 0.9	0 0.0	3 0.9	2 0.7	0 0.0	2 0.7	2 0.7	0 0.0	2 0.7
Total Minority	37 11.3	16 4.9	21 6.4	34 10.4	13 4.0	21 6.4	28 9.8	10 3.5	18 6.3	27 9.7	9 3.2	18 6.5

Notes: At the end of Fiscal Year 1987-88, the Department of General Services' workforce consisted of 279 full-time employees of which 27 (9.7%) were minorities and 175 (62.7%) were women. The figures for minorities is below the level achieved during Fiscal Year 84-85; and the figures for women, based on percentage in the workforce, is above the Fiscal Year 84-85 level.

Source: Department of General Services, Occupational Category Reports, published by the Employee Services Division, Department of General Services, Multnomah County, Oregon.

Department of Human Services Workforce
Fiscal Year Ending
FY 1984-85 through FY 1987-88

Table 8

RACE	FY 84-85			FY 85-86			FY 86-87			FY 87-88		
	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total All Races	507 100.0	125 24.7	382 75.4	529 100.0	127 24.0	402 76.0	555 100.0	122 22.0	433 78.0	685 100.0	180 26.3	505 73.7
White	485 86.2	103 20.3	334 65.9	456 96.0	106 20.0	402 76.0	474 85.5	98 17.7	376 67.8	584 85.3	149 21.8	435 63.5
Black	41 8.1	5 1.0	36 7.1	43 8.2	5 1.0	38 7.2	47 8.5	6 1.1	41 7.4	60 8.8	12 1.8	48 7.0
Hispanic	5 1.0	1 0.2	4 0.8	6 1.2	1 0.2	5 1.0	10 1.8	4 0.7	6 1.1	15 2.2	5 0.7	10 1.5
Asian	22 4.4	14 2.8	8 1.6	22 4.2	13 2.5	9 1.7	23 4.1	13 2.3	10 1.8	25 3.6	14 2.0	11 1.6
American Indian	2 0.4	2 0.4	0 0.0	2 0.4	2 0.4	0 0.0	1 0.2	1 0.2	0 0.0	1 0.2	0 0.0	1 0.2
Total Minority	70 13.8	22 4.3	48 9.5	73 13.8	21 4.0	52 9.8	81 14.6	24 4.3	57 10.3	101 14.7	31 4.5	70 10.2

Notes: At the end of Fiscal Year 1987-88, the Department of Human Services' workforce consisted of 685 full-time employees of which 101 (14.7%) were minorities and 505 (73.7%) were women. The figures for minorities is below the level achieved during Fiscal Year 84-85; and the figures for women, based on percentage in the workforce, is above the Fiscal Year 84-85 level.

Source: Department of Human Services, Occupational Category Reports, published by the Employee Services Division, Department of General Services, Multnomah County, Oregon.

Department of Justice Services Workforce
Fiscal Year Ending
FY 1984-85 through FY 1987-88

Table 9

RACE	FY 84-85			FY 85-86			FY 86-87			FY 87-88		
	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total All Races	220 100.0	81 36.8	139 63.2	220 100.0	80 36.4	140 63.6	230 100.0	81 35.2	149 64.8	167 100.0	38 22.8	129 77.2
White	201 91.3	72 32.7	129 58.6	196 89.1	71 32.2	125 56.8	200 87.0	70 30.4	130 56.6	155 92.9	36 21.6	119 71.3
Black	16 7.3	7 3.2	9 4.1	20 9.1	8 3.6	12 5.5	24 10.0	9 3.9	15 6.5	10 6.0	2 1.2	8 4.8
Hispanic	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	1 0.5	1 0.5	0 0.0	0 0.0	0 0.0	0 0.0
Asian	0 0.0	0 0.0	0 0.0	1 0.5	0 0.0	1 0.5	1 0.5	0 0.0	1 0.5	0 0.0	0 0.0	0 0.0
American Indian	3 1.4	2 0.9	1 0.5	3 1.4	1 0.5	2 0.9	4 1.7	1 0.4	3 1.3	2 1.2	0 0.0	2 1.2
Total Minority	19 8.67	9 4.1	10 4.6	24 10.9	9 4.1	15 6.8	30 13.0	11 4.8	19 8.3	12 7.2	2 1.2	10 6.0

Notes: At the end of Fiscal Year 1987-88, the Department of Justice Services' workforce consisted of 167 full-time employees of which 12 (7.2%) were minorities and 129 (77.2%) were women. The figures for minorities is below the level achieved during Fiscal Year 84-85; while the percentage figures increased for women.

Source: Department of Justice, Occupational Category Reports, published by the Employee Services Division, Department of General Services, Multnomah County, Oregon.

Multnomah County Sheriff's Office
Fiscal Year Ending
FY 1984-85 through FY 1987-88

Table 10

RACE	FY 84-85			FY 85-86			FY 86-87			FY 87-88		
	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female
Total All Races	448 100.0	329 73.4	119 26.6	463 100.0	341 73.6	121 26.4	504 100.0	360 71.4	144 28.6	568 100.0	403 71.0	165 29.0
White	404 90.2	307 68.5	97 21.7	419 90.5	317 68.5	102 22.0	454 90.1	331 65.7	123 24.4	512 90.2	368 64.8	144 25.4
Black	33 7.4	16 3.6	17 3.8	32 6.9	17 3.7	15 3.2	32 6.4	19 3.8	13 2.6	37 6.6	23 4.1	14 2.5
Hispanic	4 0.9	4 0.9	0 0.0	5 1.1	5 1.1	0 0.0	9 1.8	7 1.4	2 0.4	9 1.6	8 1.4	1 0.2
Asian	7 1.6	2 0.5	5 1.0	7 1.5	2 0.4	5 1.1	8 1.6	2 0.4	6 1.2	8 1.5	2 0.4	6 1.1
American Indian	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	1 0.2	1 0.2	0 0.0	2 0.4	2 0.4	0 0.0
Total Minority	44 9.8	22 4.9	22 4.9	44 9.5	24 5.2	15 3.2	50 9.9	29 5.8	21 4.2	56 10.0	35 6.2	21 3.7

Notes: At the end of Fiscal Year 1987-88, the Multnomah County Sheriff's Office's workforce consisted of 568 full-time employees of which 56 (10.0%) were minorities and 165 (29.0%) were female. The figures for both minorities and females representation in the workforce were above levels achieved at the beginning of the affirmative action planning year 84-85.

Source: Multnomah County Sheriff's Office, Occupational Category Reports, published by the Employee Services Division, Department of General Services, Multnomah County, Oregon.

Table 11

Multnomah County
Personnel Activity Summary
July 1, 1987 - June 30, 1988

Category	Total	Mnrtly	Total	White	Mnrtly	Black	Hisp	Asian	A/I	Total	White	Mnrtly	Black	Hisp	Asian	A/I
New Hires	302	35	146	124	22	15	5	1	1	156	143	13	7	2	3	1
%	100.0	11.6	48.3	41.1	7.2	4.9	1.7	0.3	0.3	51.7	47.4	4.3	2.4	0.7	0.9	0.3
Terminations	206	30	83	69	14	10	1	1	2	123	107	16	11	2	2	1
%	100.0	14.6	40.3	33.5	6.8	4.9	0.5	0.5	0.9	59.7	51.9	7.8	5.4	0.9	0.9	0.6
Job Class Changes	173	25	55	46	9	5	2	1	1	118	102	16	7	4	2	3
%	100.0	14.5	31.8	26.6	5.2	2.8	1.2	0.6	0.6	68.2	58.9	9.3	4.0	2.3	1.2	1.8

- Notes:
- Total percentage of minority new hires for the FY 1987-88 reporting period was 11.6%.
 - Total percentage of female new hires for the 1987-88 reporting period was 51.7%.
 - Total percentage of minorities terminating their employment with Multnomah County during the FY 1987-88 reporting period was 14.6%.
 - Total percentage of females terminating their employment with Multnomah County during the FY 1987-88 reporting period was 51.9%.
 - Total job class changes for minorities was 14.5%; and 68.2% for females.

Source: Quarterly Personnel Activity Reports, Employee Services Division, Department of General Services, Multnomah County, Oregon.

Multnomah County
Number and Percentage of Employees by Sex and Occupational Categories
From June 1986 to June 1987

Table 12

EEO CATEGORY	Total Employees		Males		Females	
	6-87	6-88	6-87	6-88	6-87	6-88
A. Officials and Administrators	169	188	110	111	59	77
%	8.9	9.3	65.1	59.0	34.9	41.0
B. Professionals	409	419	158	165	251	254
%	21.5	20.7	38.6	39.4	61.4	60.6
C. Technicians	118	115	93	86	25	29
%	6.2	5.7	78.8	74.8	21.2	25.2
D. Protected Services	401	440	322	354	79	86
%	21.0	21.7	80.8	80.5	19.7	19.5
E. Para-Professionals	188	225	46	62	142	163
%	9.9	11.1	24.1	27.6	75.5	72.4
F. Office and Clerical	428	449	22	27	406	422
%	22.5	22.2	5.1	6.0	94.9	94.0
G. Skilled Crafts	76	79	76	78	0	1
%	4.0	3.9	100.0	98.7	0.0	1.3
H. Services/Maintenance	116	110	102	92	14	18
%	6.0	5.4	87.9	83.6	12.1	16.4
Totals	1905	2025	929	975	9076	1050
%	100.0	100.0	48.8	48.2	51.2	51.9

Sources: Occupational Category Reports, June 1987 - June 1988, Employee Services Division,
Department of General Services, Multnomah County, Oregon.

Multnomah County's Departments'
Female Employees
Number and Percentage by Occupational Categories
From June 1987 to June 1988

Table 13

JOB CATEGORIES	Department of Environmental Svcs Female		Department of General Services Female		Department of Human Services Female		Department of Justice Services Female		Sheriff's Office Female	
	1987	1988	1987	1988	1987	1988	1987	1988	1987	1988
A. Officials and Administrators %	4 11.4	5 15.2	11 37.9	14 42.4	35 56.4	44 57.1	6 33.3	5 45.4	3 13.0	8 27.6
B. Professionals %	12 31.6	10 27.8	27 56.3	22 53.7	171 75.7	193 68.7	28 37.8	18 50.0	13 56.5	11 44.0
C. Technicians %	2 5.9	3 9.4	13 19.1	16 23.9	9 90.0	9 90.0	0 0.0	0 0.0	1 100.0	1 100.0
D. Protected Services %	5 38.5	5 38.5	1 100.0	* 0	0 0.0	9 40.9	9 42.9	0 0.0	64 17.5	72 17.8
E. Para-Professionals %	7 70.0	7 70.0	18 81.8	19 79.2	95 80.5	99 77.3	17 81.0	24 77.4	4 25.0	12 41.4
F. Office and Clerical %	34 91.9	34 89.5	108 94.7	104 92.9	119 93.7	145 94.2	89 98.9	82 98.8	56 93.3	57 91.9
G. Skilled Crafts %	0	1 1.3	* 0	* 0	0	0	* 0	* 0	* 0	* 0
H. Services/Maintenance %	7 8.2	8 10.3	0	0	4 36.4	6 50.0	* 0	0	3 20.0	4 23.5
Totals %	71 21.7	73 23.0	178 62.2	175 62.7	433 78.0	505 73.7	149 64.9	129 27.2	144 28.6	165 29.0

* - No employees of either sex working in this occupational category.

Sources: Occupational Category Reports, June 1987 - June 1988, Employee Services Division,
Department of General Services, Multnomah County, Oregon.

Multnomah County's Departments'
Female Employees
Utilization Analysis
June 1987 - June 1988

- Department of Environmental Services: The department's female employment patterns continues to show improvements from 64 (21.1%) in 1986 to 71 (21.7%) in 1987, to 73 (23.0%) as of June 1988. Females increased in EEO - Job Categories A, C, G and H; decreased in job categories B; and maintained their representation in job categories D, E, and F.
- Department of General Services: The department's total number of females in the workforce decreased from 178 to 175 during the 1987-88 reporting period. However, the percentage of females in the workforce remained constant from 62.2% in 1987 to 62.7% in 1988. Females increased in job categories A, C, and E; and decreased in job categories B, D and F.
- Department of Human Services: The department's female workforce increased from 433 (78.0%) to 505 (73.7%) during the 1987-88 reporting period. Females dominate every job category except the protective services category where they are 40.9%. Female employees increased in job categories A, B, E, F and H; and maintained their number in job category C.
- Department of Justice Services: The department's female workforce decreased from 149 in 1987 to 129 in 1988. However, the female percentage increased overall from 64.9% in 1987 to 77.2% in 1988. Females increased in job category E; and experienced reductions in job categories A, B, D and F.
- Sheriff's Office: The female employment pattern continues to show major improvements from 119 (26.6%) in 1986 to 144 (28.6%) in 1987 to 165 (29.0%) in 1988. Females increases occurred in job categories A, D, E, F and H; decreased in category B; and remained constant in category C.

Multnomah County
Number and Percentage of Employees by Sex and Salary Ranges
June 1987 to June 1988

Table 14

<u>Salary Ranges</u>	<u>Total Employees</u>		<u>Females</u>		<u>Males</u>	
	<u>6-87</u>	<u>6-88</u>	<u>6-87</u>	<u>6-88</u>	<u>6-87</u>	<u>6-88</u>
\$00,000 - \$07,999 %	0	0	0	0	0	0
\$08,000 - \$11,999 %	0	0	0	0	0	0
\$12,000 - \$15,999 %	218 11.4	160 7.9	193 88.5	135 84.4	25 11.5	25 15.6
\$16,000 - \$19,999 %	391 20.5	415 20.5	304 77.7	329 79.3	87 22.3	86 20.7
\$20,000 - \$24,999 %	489 25.7	539 26.6	244 49.9	271 50.3	245 50.1	268 49.7
\$25,000 - \$32,999 %	590 30.9	588 29.0	181 30.7	243 41.3	409 69.3	345 58.7
\$33,000 - \$42,999 %	187 9.8	287 14.2	50 26.7	65 22.7	137 73.3	222 77.4
\$43,000 - Over %	30 1.7	36 1.8	4 13.3	7 19.4	26 86.7	29 80.6
Totals %	1905 100.0	2025 100.0	976 51.2	1050 51.9	929 48.8	975 48.2

Sources: Salary Range Reports, June 1987 - June 1988, Employee Services Division,
Department of General Services, Multnomah County, Oregon.

Multnomah County's Departments'
Female Employees
Number and Percentage by Salary Ranges
From September 1987 to June 1988
Comparison

Table 15

Salary Ranges/Category	Department of Environmental Svcs Female		Department of General Services Female		Department of Human Services Female		Department of Justice Services Female		Sheriff's Office Female	
	6-87	6-88	6-87	6-88	6-87	6-88	6-87	6-88	6-87	6-88
A. \$00,000 - \$07,999 %	0	0	0	0	0	0	0	0	0	0
B. \$08,000 - \$11,999 %	0	0	0	0	0	0	0	0	0	0
C. \$12,000 - \$15,999 %	18 78.3	12 66.7	33 97.1	14 77.8	63 90.0	54 90.0	45 97.8	27 100.00	34 75.6	28 75.7
D. \$16,000 - \$19,999 %	24 35.3	28 45.9	74 89.2	67 93.1	131 86.2	149 87.1	43 93.5	48 94.1	32 76.2	37 61.7
E. \$20,000 - \$24,999 %	17 16.7	15 16.1	29 52.8	50 66.7	113 85.6	113 74.3	43 69.3	37 78.7	43 29.9	54 32.0
F. \$25,000 - \$32,999 %	10 9.7	12 12.1	31 43.1	33 47.8	98 64.9	149 65.6	16 25.4	15 42.9	26 12.9	34 21.7
G. \$33,000 - \$42,999 %	3 9.4	6 13.9	11 29.0	10 25.6	25 65.8	34 57.6	2 16.7	2 28.6	9 23.9	12 8.9
H. \$43,000 - Over %	0	0	1 16.7	1 16.7	3 27.3	6 37.5	0	0	0	0
Totals %	71	73	178	175	433	505	149	129	144	165

Sources: Salary Range Reports, June 1987 - June 1988, Employee Services Division,
Department of General Services, Multnomah County, Oregon.

**Multnomah County
Department/Office
Salary Range Analysis by Minority Status
June 1987 - June 1988**

- Department of Environmental Services: Minorities represent 10.1% of this department's workforce, compared to 9.2% in June 1987. From this group, 71.9% are minority males and 28.1% are minority females. The percentage of minorities in the four lowest salary ranges is 59.4% compared to 40% in June 1987. In addition, the percentage of minorities in the four highest salary ranges went from 60% in June, to 40.6% as of June 1988.
- Department of General Services: Minorities represent 9.7% of this department's workforce, compared to 9.8% in June 1987. From this group, 33.3% are minority males and 66.7% are females. The percentage of minorities in the four lowest salary ranges is 48.1%, compared to 44.1% in June 1987. In addition, the percentage of minorities in the four highest salary ranges went from 55.9% in June 1987, to 51.9% as of June 1988.
- Department of Human Services: Minorities represent 14.7% of this department's workforce, compared to 14.6% in June 1987. From this group 10.9% are minority males and 89.1% are minority females. The percentage of minorities in the four lowest salary ranges is 54.5%, compared to 63% in June 1987. In addition, the percentage of minorities in the four highest salary ranges went from 43.3% in June 1987, to 45.5% as of June 1988.
- Department of Justice Services: Minorities represent 7.2% of this department's workforce, compared to 13.0% in June 1987. From this group 16.7% are minority males and 83.3% are minority females. The percentage of minorities in the four lowest salary ranges is 83.3, compared to 56.7% in June 1987. In addition, the percentage of minorities in the four highest salary ranges went from 43.3% in June 1987, to 16.7 as of June 1988.
- Sheriff's Office: Minorities represent 10.0% of the Sheriff's Office staff, compared to 9.9% in June 1987. From this group 62.5% are males, and 37.5% are minority females. The percentage of minorities in the four lowest salary ranges is 23.2, compared to 22% in June 1987. In addition, the percentage of minorities in the four highest salary ranges went from 78% in June, to 76.8% as of June 1988.

Multnomah County's Departments'
Male/Female Employees
Salary Range Comparisons
June 1988

Table 16

<u>Salary Ranges/Category</u>	<u>Department of Environmental Svcs</u>		<u>Department of General Services</u>		<u>Department of Human Services</u>		<u>Department of Justice Services</u>		<u>Sheriff's Office</u>	
	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>
A. \$00,000 - \$07,999 %	0	0	0	0	0	0	0	0	0	0
B. \$08,000 - \$11,999 %	0	0	0	0	0	0	0	0	0	0
C. \$12,000 - \$15,999 %	6 33.3	12 66.7	4 22.2	14 77.8	6 10.0	54 90.0	0	27 100.0	9 24.3	28 75.7
D. \$16,000 - \$19,999 %	33 54.1	28 45.9	5 6.9	67 93.1	22 12.9	149 87.1	3 5.9	48 94.1	23 38.3	37 61.7
E. \$20,000 - \$24,999 %	78 83.9	15 16.1	25 33.3	50 66.7	39 25.7	113 74.3	10 21.3	37 78.7	115 68.0	54 32.0
F. \$25,000 - \$32,999 %	87 87.9	12 12.1	36 52.2	33 47.8	78 34.4	149 65.6	20 57.1	15 42.9	123 78.3	34 21.7
G. \$33,000 - \$42,999 %	37 86.1	6 13.9	29 74.4	10 25.6	25 42.4	6 37.5	0	0	10 100.0	0
H. \$43,000 - Over %	4 100.0	0	5 88.3	1 16.7	10 62.5					
Totals %	245 77.0	73 23.0	104 37.3	175 62.7	180 26.3	505 73.7	38 21.6	129 37.2	403 71.0	165 29.0

Sources: Salary Range Reports, June 1988, Employee Services Division,
Department of General Services, Multnomah County, Oregon.

**Multnomah County's Departments/Offices
Male/Female Employee
Salary Range Comparison
June 1988
(From Table 16)**

- Department of Environmental Services: The greatest percentage of males are concentrated in salary range categories E and F; and females are concentrated in salary range categories D and E. Males have the lowest representation in salary range category C; and have the lowest representation in categories C and H.
- Department of General Services: The greatest percentage of males in this department are concentrated in salary range categories E and F; and females are concentrated in salary range categories D and E.
- Department of Human Services: The greatest percentage of males in this department are concentrated in salary range categories H and G; and females are concentrated in salary range categories D, E, F and G.
- Department of Justice Services: The greatest percentage of males are concentrated in salary range categories F and G; and females are concentrated in salary range categories C, D and E.
- Sheriff's Office: The greatest percentage of males are concentrated in salary range categories E, F, G and H; and females are concentrated in salary range categories C and D.

Multnomah County
Number and Percentage of Minority Employees by Sex and Occupational Categories
From June 1986 to June 1987

Table 17

EEO CATEGORY	Total County Employees		Total Minority Employees		Total Minority Females		Total Minority Male	
	6-87	6-88	6-87	6-88	6-87	6-88	6-87	6-88
A. Officials and Administrators %	169 8.9	188 9.3	11 6.5	15 8.0	5 3.0	10 5.3	6 3.6	5 2.7
B. Professionals %	409 21.5	419 20.7	43 10.5	39 9.3	21 5.1	17 4.1	22 5.4	22 5.2
C. Technicians %	188 6.2	115 5.7	9 7.6	9 7.8	5 4.2	5 4.3	4 3.4	4 3.5
D. Protected Services %	401 21.0	440 21.7	43 10.7	46 10.5	13 3.2	13 3.0	30 7.5	33 7.5
E. Para-Professionals %	188 9.9	225 11.1	34 18.1	36 16.0	21 11.2	23 10.2	13 6.9	13 5.8
F. Office and Clerical %	428 22.4	449 22.2	63 14.7	64 14.3	56 13.1	58 12.9	7 1.6	5 1.1
G. Skilled Crafts %	76 4.0	79 3.9	5 6.6	7 8.9	0	1 1.3	5 6.6	6 7.6
H. Services/Maintenance %	116 6.0	110 5.4	12 10.3	14 12.7	2 1.7	2 1.8	10 8.6	12 10.9
Totals %	1905 100.0	2025 100.0	220 11.6	230 11.4	123 6.5	129 6.4	97 5.1	101 5.0

Sources: Occupational Category Reports, June 1987 - June 1988, Employee Services Division, Department of General Services, Multnomah County, Oregon.





GOALS AND OBJECTIVES





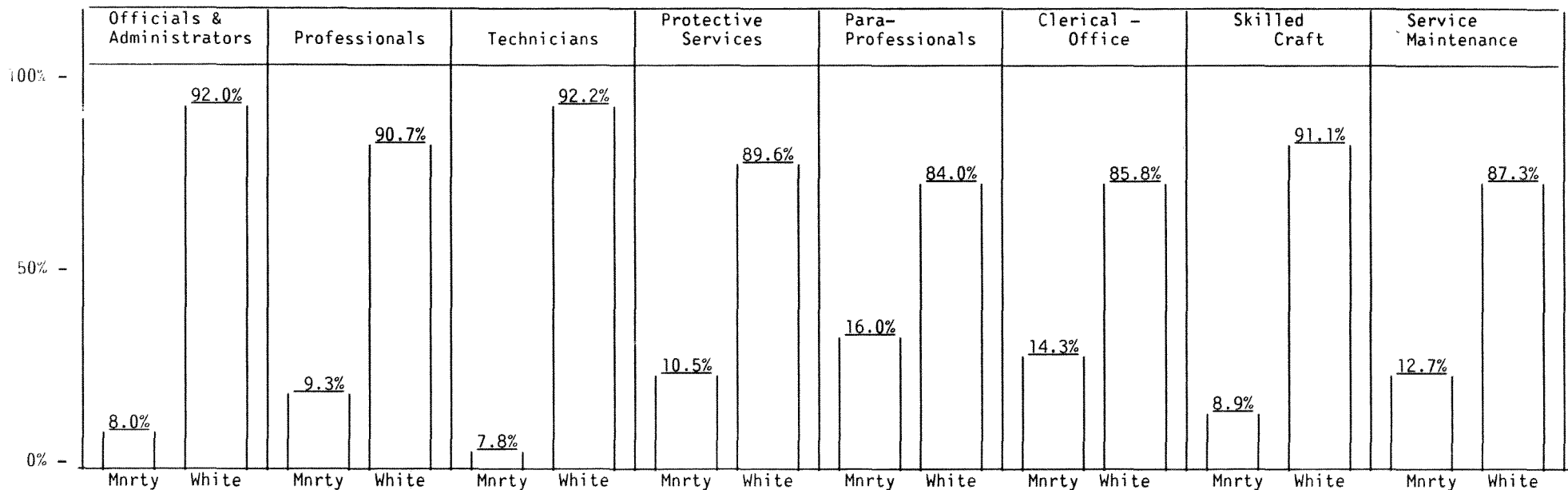


Multnomah County
Minority Representation by Occupational Categories
As of June 30, 1988

Analysis

- The number of minorities in the workforce increased from 220 in 1987 to 230 in 1988. However, the percentage of minorities have slightly decreased from 11.6% in 1987, to 11.4% in 1988.
- Minorities are concentrated in the para-professional; clerical-office and maintenance occupational categories.
- The lowest percentage of minorities is in the technician occupational category.

Graph #1



Source: Occupational Category Report, June 30, 1988,
Employee Relations Division, Department of
General Services, Multnomah County, Oregon.

Multnomah County's Departments'
Minority Employment
Number and Percentage by Occupational Categories
From June 1987 to June 1988

Table 18

JOB CATEGORIES	Department of Environmental Svcs Minority		Department of General Services Minority		Department of Human Services Minority		Department of Justice Services Minority		Sheriff's Office Minority	
	1987	1988	1987	1988	1987	1988	1987	1988	1987	1988
A. Officials and Administrators %	1 2.9	0	1 3.5	3 9.1	6 9.7	9 11.7	1 4.8	0	1 4.4	2 6.9
B. Professionals %	5 13.2	3 8.3	7 14.6	5 12.2	19 8.4	25 8.9	9 12.2	2 5.6	3 13.0	4 16.0
C. Technicians %	1 2.9	1 3.1	4 5.9	4 6.0	3 30.0	3 30.0	0	0	1 100.0	1 100.0
D. Protected Services %	3 23.1	2 15.4	0	0	* 0	4 18.2	2 9.5	0	38 10.4	40 9.9
E. Para-Professionals %	0	0	2 9.1	2 8.3	29 24.6	31 24.2	3 14.3	0	0	2 6.9
F. Office and Clerical %	5 13.5	6 15.8	14 12.3	13 11.6	23 18.1	29 18.8	15 16.7	10 12.0	6 10.0	6 9.7
G. Skilled Crafts %	5 6.7	7 9.0	0	0	0	0	* 0	* 0	0	0
H. Services/Maintenance %	10 11.8	13 16.7	0	0	1 9.1	0	0	0	1 6.7	1 5.9
Totals %	30 9.2	32 10.1	28 9.8	27 9.7	81 14.6	101 14.7	30 13.0	12 7.2	50 9.9	56 10.0

* - No employees of either sex working in this occupational category.

Sources: Occupational Category Reports, June 1987 & June 1988, Employee Services Division,
Department of General Services, Multnomah County, Oregon.

**Multnomah County's Departments'
Minority Employees
Utilization Analysis
June 1987 - June 1988**

- Department of Environmental Services: The minority employment patterns continue to show slight improvements in minority employees. Minority employees increased from 24 (7.9%) in June 1986 to 30 (9.2%) in June 1987, to 32 (10.1%) in 1988. Minority increases occurred in the service/maintenance, skilled craft, and clerical/office areas; and decreased in the protected services, professionals, and official and administrative job categories. The affirmative action goal for this Department will be to continue to take corrective action to meet affirmative action hiring goals.
- Department of General Services: The minority employment pattern continues to show decline from 34 (10.4%) in 1986 to 28 (9.8%) in 1987, to 27 (9.7%) in 1988. The major reason for the decline is due to program transfers. Minorities increased only in the officials and administrator job category; remained stable in the technicians and para-professionals categories; and experienced losses in the professional and office and clerical categories. The affirmative action goal for this Department will be to correct its underutilization of minorities.
- Department of Human Services: This Department continues to lead in total minorities employed by Department/Offices of Multnomah County. During June 1986 this department had 73 (13.8%) minority employees, in June 1987 it employed 81 (14.6%), and as of June 30, 1988, it employed 101 (14.7%). Minority increases occurred in all job categories except services/maintenance, and maintained itself in the technicians category. The 1988-89 affirmative action efforts of this Department should be to increase the number of minority males in all job categories.
- Department of Justice Services: The Department experienced a major decline in its minority employment. In 1986 the Department employed 24 (10.9%) minorities, during June 1987 it employed 30 (13.0%), and presently it employs 12 (7.2%) as of June 30, 1988. The 1988-89 affirmative action goal for this department will be to expand its minority hiring to meet the County's affirmative action goal. Note: The Juvenile Services Division moved to the Department of Human Services, July 1, 1987.
- Sheriff's Office: The minority employment pattern continues to show slight increases in overall minority hiring. In 1986 the Office had 44 (9.5%) minorities, in June 1987 it employed 50 (9.9%), and as of June 1988 a total of 56 (10.0%) minorities were employed by this Office. Minorities increased in the officials and administrators, professionals, protected services, and para-professional job categories; and maintained their numbers in the technicians, office and clerical, and service/maintenance job categories.

Multnomah County
Number and Percentage of Minority Employees by Salary Ranges
June 1987 - June 1988

Table 19

Salary Ranges	Total County Employees		Total Minority Employees		Total Minority Males		Total Minority Females	
	6-87	6-88	6-87	6-88	6-87	6-88	6-87	6-88
\$00,000 - \$07,999 %	0	0	0	0	0	0	0	0
\$08,000 - \$11,999 %	0	0	0	0	0	0	0	0
\$12,000 - \$15,999 %	218 11.4	160 7.9	51 23.4	28 17.5	8 3.7	5 3.1	43 19.7	23 14.4
\$16,000 - \$19,999 %	391 20.5	415 20.5	55 14.1	82 19.8	19 4.9	23 5.5	36 9.2	59 14.2
\$20,000 - \$24,999 %	489 25.7	539 26.6	42 8.6	47 8.7	25 5.1	27 5.0	17 9.0	20 3.7
\$25,000 - \$32,999 %	590 30.9	588 29.0	57 9.7	52 8.8	37 6.3	35 6.0	20 3.4	17 2.9
\$33,000 - \$42,999 %	187 9.8	287 14.2	13 7.0	19 6.6	6 3.2	9 3.1	7 3.7	10 3.5
\$43,000 - Over %	30 1.7	36 1.8	2 6.6	2 5.6	2 6.6	2 5.6	0	0
Totals %	1905 100.0	2025 100.0	220 11.6	230 11.4	97 5.1	101 5.0	123 6.5	129 6.4

Sources: Salary Range Reports, June 1987 - June 1988, Employee Services Division,
Department of General Services, Multnomah County, Oregon.

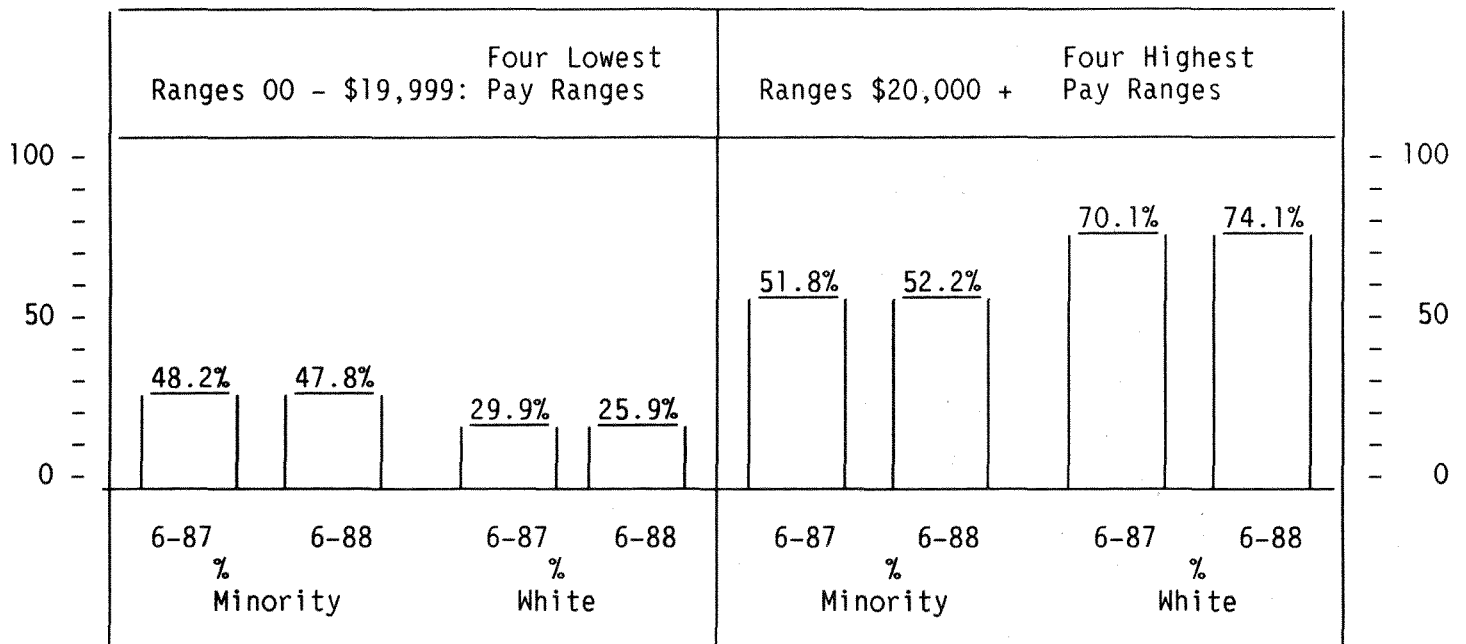
Analysis

Salary Range by Minority Status June 1987 - June 1988

- Minorities are concentrated in the four lowest salary ranges at a greater rate comparative greater rate than whites.
- Whites are concentrated in the four highest pay ranges at a comparative greater rate than minorities.
- Minorities and whites are concentrated in the four highest pay ranges at a greater percentage rate than the four lowest pay ranges.
- Minority males (72.3%) and white males (90.5%) are concentrated in the four highest salary ranges at a greater rate than minority females (36.4%) and white females (58.5%).
- Minority females (63.6%) and white females (41.5%) are concentrated in the four lowest salary ranges at a comparative higher rate than minority males (27.7%) and white males (9.5%).
- Minority females are concentrated in the four lowest salary ranges (63.6%) at a greater rate than white females (41.5%).

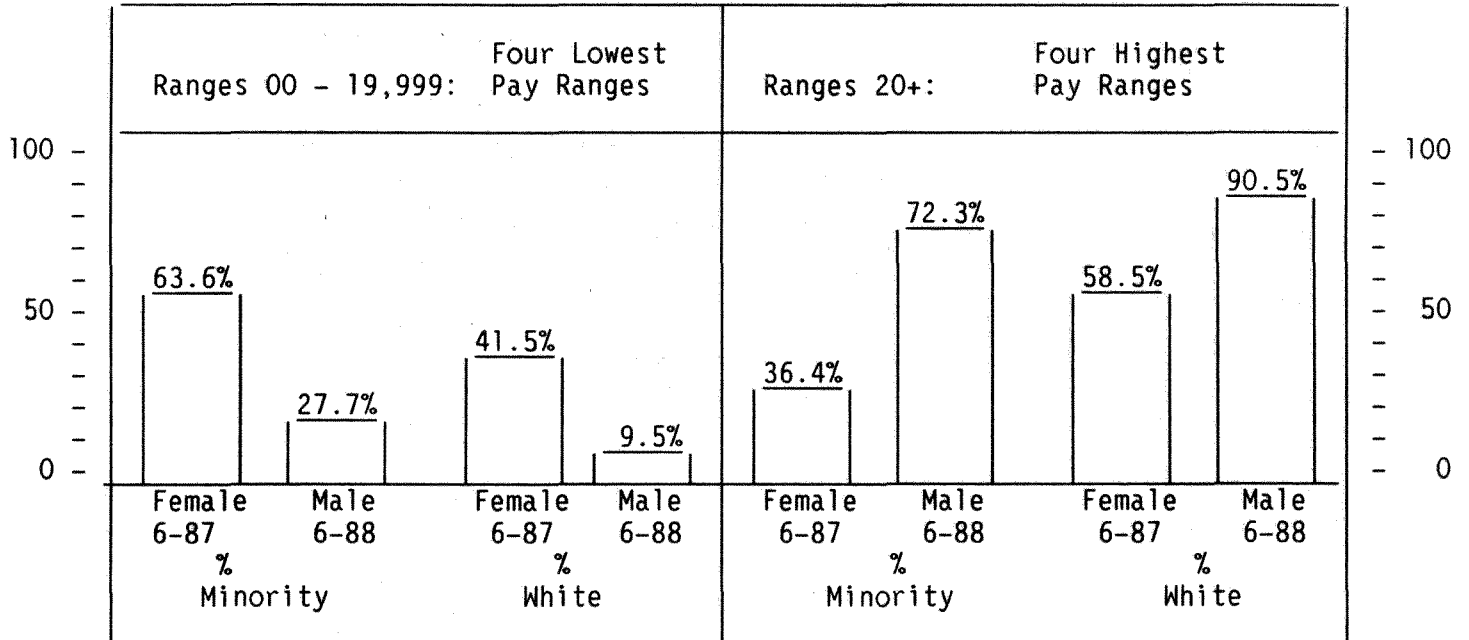
Salary Range Comparison: White-Minority June 1987 - 1988

Graph #2



Salary Range Comparison: White-Minority by Sex
June 1987 - 1988

Graph #3



Multnomah County's Departments'/Offices
Number and Percentage of Minority Employees Salary Ranges
June 1987 to June 1988

Table 20

Salary Ranges/Category	Department of Environmental Svcs Minority		Department of General Services Minority		Department of Human Services Minority		Department of Justice Services Minority		Sheriff's Office Minority	
	6-87	6-88	6-87	6-88	6-87	6-88	6-87	6-88	6-87	6-88
\$00,000 - \$07,999 %	0	0	0	0	0	0	0	0	0	0
\$08,000 - \$11,999 %	0	0	0	0	0	0	0	0	0	0
\$12,000 - \$15,999 %	2 8.7	4 22.2	3 8.8	3 16.7	24 34.3	13 21.7	13 28.3	4 14.8	9 20.0	4 10.8
\$16,000 - \$19,999 %	10 14.7	15 24.6	12 14.5	10 13.9	27 17.8	42 24.6	4 8.7	6 11.8	2 4.8	9 15.0
\$20,000 - \$24,999 %	10 10.4	15 7.5	12 5.7	10 6.6	27 6.8	42 11.2	4 9.7	6 2.1	14 9.7	16 9.5
\$25,000 - \$32,999 %	7 6.8	3 3.0	6 8.3	3 4.3	17 11.3	23 10.1	7 11.1	1 2.9	20 10.0	22 14.0
\$33,000 - \$42,999 %	1 3.1	3 7.0	3 7.9	5 12.8	3 7.9	5 8.5	0	0	5 7.7	5 3.7
\$43,000 - Over %	0	0	1 16.7	1 16.7	1 9.1	1 6.3	0	0	0	0
Totals %	30 9.2	32 10.1	28 9.8	27 9.7	81 14.6	101 14.7	30 13.0	12 7.2	50 9.9	56 10.0

Sources: Salary Range Reports, June 1987 - June 1988, Employee Services Division,
Department of General Services, Multnomah County, Oregon.

**Multnomah County
Department/Office
Salary Range Analysis by Minority Status
June 1987 - June 1988**

- Department of Environmental Services: Minorities represent 10.1% of this department's workforce, compared to 9.2% in June 1987. From this group, 71.9% are minority males and 28.1% are minority females. The percentage of minorities in the four lowest salary ranges is 59.4% compared to 40% in June 1987. In addition, the percentage of minorities in the four highest salary ranges went from 60% in June, to 40.6% as of June 1988.
- Department of General Services: Minorities represent 9.7% of this department's workforce, compared to 9.8% in June 1987. From this group, 33.3% are minority males and 66.7% are females. The percentage of minorities in the four lowest salary ranges is 48.1%, compared to 44.1% in June 1987. In addition, the percentage of minorities in the four highest salary ranges went from 55.9% in June 1987, to 51.9% as of June 1988.
- Department of Human Services: Minorities represent 14.7% of this department's workforce, compared to 14.6% in June 1987. From this group 10.9% are minority males and 89.1% are minority females. The percentage of minorities in the four lowest salary ranges is 54.5%, compared to 63% in June 1987. In addition, the percentage of minorities in the four highest salary ranges went from 43.3% in June 1987, to 45.5% as of June 1988.
- Department of Justice Services: Minorities represent 7.2% of this department's workforce, compared to 13.0% in June 1987. From this group 16.7% are minority males and 83.3% are minority females. The percentage of minorities in the four lowest salary ranges is 83.3, compared to 56.7% in June 1987. In addition, the percentage of minorities in the four highest salary ranges went from 43.3% in June 1987, to 16.7 as of June 1988.
- Sheriff's Office: Minorities represent 10.0% of the Sheriff's Office staff, compared to 9.9% in June 1987. From this group 62.5% are males, and 37.5% are minority females. The percentage of minorities in the four lowest salary ranges is 23.2, compared to 22% in June 1987. In addition, the percentage of minorities in the four highest salary ranges went from 78% in June, to 76.8% as of June 1988.

**Multnomah County's Employment Characteristics
for Disabled Persons
- Analysis -**

Availability

Due to the unique characteristics of each type of disability, identification barriers and the wide degree of impairments, numerical availability factors are difficult to establish. However, since 1979 EEOC has established that the availability of persons with targeted disabilities who are workforce age and able to work is 5.95 percent of the entire workforce age population, and may be used with confidence in determining availability.

The Private Industry Council estimated that there are approximately 79,450 physically handicapped persons over the age of 18 residing in the Portland SMSA. Of these, approximately 46,870 are in the labor force of which 10,690 are unemployed. Another 25,320 work only part-time.

Note: Statistics for the disabled represents only those persons working for Multnomah County who have identified themselves as such - as self-identification by the disabled is voluntary. For this reason, the information below may not be completely reflective of all disabled persons employed by the County.

Employee Characteristics of Disabled Persons

In the Multnomah County workforce, there are approximately 55 disabled employees. A survey⁽²⁾ compiled on County employees identified the following disability characteristics:

1. Blindness/Visual Impairment

- 1 - With no usable vision
- 2 - Blind in one eye
- 3 - Restricted vision

2. Hearing Impairment

- 1 - Deafness in one ear
- 1 - Unable to hear, but can perceive noise
- 1 - Unable to hear sound or speech in one ear
- 6 - Ability to hear speech with hearing aids

3. Orthopedic

- 3 - Lack or limited use of one limb
- 6 - Hip, back, pelvic limitations

4. Nervous

- 1 - Epilepsy
- 3 - Loss of ability to move or use part of the body

5. Respiratory

- 1 - Emphysema
- 3 - Allergies

6. Speech Impairments

- 1 - Inability to speak
- 3 - Defects of articulation, unclear language sound

7. Other

- 1 - Arthritis
- 2 - Diabetes
- 1 - Alcohol

8. Physical Limitations

- 1 - Stooping
- 11 - Walking
- 3 - Sitting
- 4 - Lifting
- 3 - Writing

* These figures are higher than that showing the total number of handicapped persons, as some persons reported multiple disabilities.

Source: ' 'Multnomah County Disabled Worker Survey, 1984.

COUNTY NEEDS ASSESSMENT DATA

State of Oregon Vocational Rehabilitation Division

July 1981

Table 20

ESTIMATED NUMBER OF INDIVIDUALS NEEDING SERVICE*

COUNTY	Physically Handicapped	Developmentally Disabled	Alcohol/Drug Dependent	Pers. Interpers. Maladjusted	TOTAL
Baker	370	70	30	100	570
Benton	2,000	370	190	610	3,170
Clackamas	5,830	1,160	570	1,750	9,310
Clatsop	770	140	70	210	1,190
Columbia	870	160	80	240	1,350
Coos	1,370	260	140	390	2,160
Crook	330	60	30	90	510
Curry	370	70	30	110	580
Deschutes	1,830	340	140	500	2,810
Douglas	2,120	440	210	620	3,390
Gilliam	40	10	0	10	60
Grant	190	40	20	50	300
Harney	190	40	20	50	300
Hood River	370	70	40	100	580
Jackson	3,300	720	300	950	5,270
Jefferson	280	50	30	80	440
Josephine	1,700	330	130	450	2,610
Klamath	1,360	250	140	390	2,140
Lake	170	30	20	50	270
Lane	6,500	1,210	650	1,940	10,300
Lincoln	850	160	70	220	1,300
Linn	2,080	380	190	590	3,240
Malheur	640	120	50	170	980
Marion	4,830	1,610	500	1,580	8,520
Morrow	150	30	10	40	230
Multnomah	12,740	2,500	1,260	3,900	20,190
Polk	1,130	210	100	320	1,760
Sherman	50	10	10	10	80
Tillamook	470	90	40	130	730
Umatilla	1,400	370	140	430	2,340
Union	630	110	50	170	960
Wallowa	180	30	20	50	280
Wasco	490	140	50	150	830
Washington	5,620	1,080	550	1,790	9,040
Wheeler	30	10	0	10	50
Yamhill	1,320	250	110	360	2,040
State	62,570	12,920	5,990	18,400	99,880

*"Individuals Needing Service" are estimates of the number of individuals in the population at risk who need or could benefit from VR services and are potential applicants.



AVAILABILITY FACTORS
[4 CFR § 69-2.11] (1988)

The following data for minority and female utilization availability is derived from Labor Force statistics on Minorities and Females, published by the State of Oregon's Employment Division, Research and Statistics Unit, Department of Human Resources (1984). Data for the statistics in the publication was derived from the 1980 Census of Population conducted by the U.S. Bureau of the Census.

Factors Relative to Minorities

- (a) The minority population of Multnomah County is 62,514 (11.1% of the total population of 562,640).
- (b) The number of minority males is 31,176 (49.9%), and minority females 31,338 (50.5%) of the total minority population of 62,514.
- (c) The number of unemployed minorities in Multnomah County is 3,304 (17.3% of the total unemployed labor force of 19,088).
- (d) The number of minority males unemployed is 2,059 (62.3%) of the 3,304 minorities unemployed.
- (e) The minority work force for Multnomah County is 27,890 (9.7%) for which 15,431 (5.4%) are minority males, and 12,459 (4.3%) are minority females, of the total labor force of 287,762.
- (f) The general availability of minorities having requisite skills in the immediate labor area is indicated in the following table showing percent of minorities available by EEO-4 category.

<u>EEO-4 Job Category</u>	<u>Percent</u>
A. Officials/Admin.	5.6
B. Professionals	9.1
C. Technicians	14.2
D. Protective Services	18.7
E. Para-Professionals	10.5
F. Office/Clerical	10.6
G. Skilled Craft	8.3
H. Services/Maintenance	18.0

*These availability figures are based on updated data for Table 4 of "Data for 1984 Affirmative Action Programs, Oregon Portion - Portland SMSA", Occupations of Applicants of the Oregon State Employment Services, By Sex and Minority Status, State of Oregon, Employment Division, 1984.

Factors Relative to Females

- (a) The female population of Multnomah County is 291,514 (51.9% of the total population of 562,640).
- (b) The number of unemployed females in Multnomah County is 7,306 (38.3% of the total unemployed labor force of 19,088).

- (c) The general availability of females having requisite skills in the immediate labor area is indicated in the following table showing female employment as a percentage of total employment for relevant EEO-4 Category.

<u>EEO-4 Job Category</u>	<u>Percent</u>
A. Officials/Admin.	33.6
B. Professionals	40.5
C. Technicians	33.7
D. Protective Services	18.7
E. Para-Professionals	35.5
F. Office/Clerical	64.8
G. Skilled Craft	5.2
H. Services/Maintenance	14.5

*These availability figures are based on updated data for Table 4 of "Data for 1984 Affirmative Action Programs, Oregon Portion - Portland SMSA", Occupations of Applicants of the Oregon State Employment Services, By Sex and Minority Status, State of Oregon, Employment Division, 1984.

Factors Relative to the Disabled

The Rehabilitation Act of 1973, specifically Section 503 and 504, requires that recipients of federal funds, which includes Multnomah County, must take affirmative action to provide employment opportunities to otherwise qualified disabled persons.

A. Definition of "Disabled Person"

In providing affirmative action for the disabled, the following definition is established as policy by the Board of County Commissioners:

A disabled person is anyone who: (1) has a physical or mental impairment which substantially limits one or more of such person's major life activities; (2) has a record of such impairment; or (3) is regarded as having such an impairment.

Throughout these guidelines, the term "handicapped individual" is synonymous with the term "disabled person" or "persons with disabilities" or similar variations. The preferred term in the disabled community is "disabled", while the federal legal and regulating term is "handicapped".

Generally, a disability is defined as a condition of impairment, either physical or mental, having an objective aspect that can usually be described by a physician.

Conversely, a handicap is defined as the cumulative result of the obstacles which a disability interposes between the individual and his/her maximum functioning level.

B. Interpretation of Terms in Definition

1. Physical or mental impairments are not, in general, defined by listing specific conditions and diseases because of the difficulty of ensuring the comprehensiveness of any such list. The term includes, but is not limited to:

- a. Any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the following body systems: neurological, musculoskeletal, sense organs, respiratory, speech organs, cardiovascular, reproductive, digestive, genito-urinary, hemic and lymphatic, skin, and endocrine, or any mental or psychological disorder, such as mental retardation, emotional or mental illness, and specific learning disabilities.
- b. "Major life activities" means functions such as caring for one's self, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning, and working.
- c. "Has a record of such impairment" means has a history of, or has been misclassified as having, a mental or physical impairment that substantially limits one or more major life activities.
- d. "Is regarded as having such an impairment" means (1) has a physical or mental impairment that may not substantially limit major life activities but that is treated by an employer as constituting such a limitation; (2) has a physical or mental impairment that substantially limits major life activities only as a result of the attitudes of others toward such impairment; or (3) has no impairments but is treated by an employer as having such an impairment.

To come within the protection of this plan, a disabled individual must be able to perform the duties of the position occupied or sought. "Able to perform" shall mean:

- (a) Possessing the training, experience, education, and skill necessary to perform the duties of the position and normally required by the employer of other candidates for the position.
- (b) Possessing the ability to perform the job safely and efficiently, with reasonable accommodation and without present risk of probably incapacitation to him/herself.
- (c) An individual occupying a particular position may at any time be evaluated to determine if there is a present risk of probable incapacitation to him/herself.

Exception: Enhanced Risk to Others

- (1) Notwithstanding other provisions of these rules, a position which by its very nature includes an inherent risk of injury or incapacitation to co-workers or the general public need not be filled by a disabled individual if, even with reasonable accommodation, the inherent risk is materially enhanced because of the individual's impairment.
- (2) To meet the provisions of subsection (1) of this rule it must be demonstrated that, as it affects the performance of the actual job duties, the individual's impairment with reasonable accommodation would result in a greater risk of injury or incapacitation to co-workers or the general public than is true for others qualified to perform such work and not so impaired.

The above definition and interpretation identifies who may be considered disabled within the scope of this affirmative action program. Individuals with acute disabling conditions such as appendicitis, broken arms, pulled muscles, etc., which are not stabilized will not meet the definition of "disabled person" until the permanence of the residual medial impairment is determined and the condition has been demonstrated.

D. Availability

Due to the unique characteristics of each type of disability, identification barriers and the wide degree of impairments, numerical availability factors are difficult to establish. However, since 1979 EEOC has established that the availability of persons with targeted disabilities who are work force age and able to work is 5.95 percent of the entire work-force-age population, and may be used with confidence in determining availability.

The Private Industry Council estimated that there are approximately 79,450 physically handicapped persons over the age of 18 residing in the Portland SMSA. Of these, approximately 46,870 are in the labor force of which 10,690 are unemployed. Another 25,320 work only part-time.

Factors Related to Veterans

It is estimated by the Private Industry Council that there are over 56,000 Vietnam era veterans residing in the Portland SMSA. Almost 10% of these (5,600) are under the age of 30. Most of these veterans are either working or are able to work, yet many of them are unemployed and will probably face long term employment difficulties without intervention.

VETERANS: DATA SUMMARY

Total Unemployment	7.6%
Total Unemployment (minority/ Vietnam era veterans)	29.0%



MULTNOMAH COUNTY EMPLOYEES BY PLACE OF RESIDENCE

MARCH 1988

<u>GEOGRAPHIC LOCATION</u>	<u>NUMBER</u>	<u>PERCENT</u>
<u>City of Portland</u>	1,341	60.7%
<u>East</u> (Fairview, Gresham, Troutdale, etc.)	207	9.4
<u>Far East</u> (Sandy, Welches, Rhododendron, Hood River, etc.)	27	1.2
<u>Southeast</u> (Gladstone, Milwaukie, Oregon City)	115	5.2
<u>Far Southeast</u> (Clackamas, Estacada, Boring, Canby, Molalla, etc.)	92	4.2
<u>Southwest</u> (Lake Oswego, West Linn, Tualatin)	87	3.9
<u>West</u> (Beaverton, Aloha, Tigard)	175	7.9
<u>Far West</u> (Forest Grove, Hillsboro, Sherwood, Newberg, Scappoose, St. Helens)	52	2.4
<u>Far South</u> (Wilsonville, Salem, Albany, etc.)	22	1.0
<u>State of Washington</u>	91	4.2
<u>Other</u> (Baker)	1	0.1%

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GOALS AND OBJECTIVES
[41 CFR § 60-2.12 (a)-(n)]

The goals and objectives set forth in this plan are effective as of January 1, 1989. The target date for accomplishment is December 31, 1991.

The following criteria was used in developing Multnomah County's affirmative action hiring goals:

- (1) Degree of underutilization.
- (2) Degree of job segregation.
- (3) Racial/ethnic and sex groups most severely underutilized.
- (4) Availability of qualified minorities, women and disabled persons in the labor market.

While the goals are not rigid or inflexible quotas, every good-faith effort will be applied to the attainment of those goals requiring corrective action for regulatory compliance.

Short Range Goal

To reach parity utilization of minorities and women based on their representation in the 1980 Civilian Labor Force totals for the City of Portland portion of the Portland SMSA, as identified on the following table:

Table 21 **Minimum Parity Utilization Goals for Multnomah County**
41 CFR § 60-2.12, 2.30

<u>Female</u>	<u>Minority</u>	<u>Blacks</u>	<u>Hispanic</u>	<u>Asians</u>	<u>Native American</u>	<u>Disabled</u>
44.7	12.3	6.5	1.9	3.2	0.7	5.95

Table 22 **Baseline Actual Utilization Percentages by Multnomah County as of June 30, 1988**

<u>Female</u>	<u>Minority</u>	<u>Blacks</u>	<u>Hispanic</u>	<u>Asians</u>	<u>Native American</u>	<u>Disabled</u>
51.9	11.4	6.6	1.5	2.4	1.0	2.7

Table 23 **Utilization Percentages by Offices and Departments as of June 30, 1988**

<u>Dept/Office</u>	<u>Female %</u>	<u>Minority %</u>	<u>Black %</u>	<u>Hispanic %</u>	<u>Asian %</u>	<u>Native American %</u>
DES	23.0	10.1	2.8	1.6	2.5	3.2
DGS	62.7	9.7	5.7	1.1	2.2	0.7
DHS	73.7	14.7	8.5	1.8	4.1	0.2
DJS	77.2	7.2	6.0	0.0	0.0	1.2
Sheriff's Off.	29.0	10.0	8.6	1.6	1.5	0.4
NOND	37.5	25.0	25.0	0.0	0.0	0.0

Source: Countywide number and percentages of full time employees by Occupational Category Statistical Report, June 30, 1988; published by the Employee Services Division, Department of General Services; Multnomah County, Oregon. (A) Annual Report, Affirmative Action Program, September 1985 - June 1986, page 51.

TABLE 24**Baseline Utilization Goal for Offices and Departments for 1989-91 (Increases) in percentage points**

Dept/Office	Male %	Female %	Minority %	Black %	Hispanic %	Asian %	Native American %
DES	--	15.0	2.1	3.6	0.3	0.7	--
DGS	18.0	--	2.5	0.7	0.8	1.0	--
DHS	29.0	--	--	--	0.1	--	0.5
DJS	32.5	--	5.0	0.4	1.9	3.2	--
Sheriff	--	10.0	2.2	--	0.3	1.7	0.2
NOND	--	7.2	--	--	1.9	3.2	0.7

The above baseline utilization goals identify general categories of groups where underutilization need to be corrected. Where underutilization is not identified, affirmative action efforts may still be needed to correct sex base differences within a group, or classification differences between or within groups. The goal should be considered as a guide over the previous hiring year.

Long Range Goal:

The minimum long-range goal is to attain parity in selected occupational categories. The status of the previously established goals is as follows:

TABLE 25**Occupational Category Goal**

<u>EEO-4 Category</u>	<u>(a) Multnomah County 6-30-88</u>		<u>(b) Minimum Goal (Parity - PSMA)</u>		<u>Targets Increase for</u>	
	<u>Female</u>	<u>Minority</u>	<u>Female</u>	<u>Minority</u>	<u>Female</u>	<u>Minority</u>
A. Officials/Admin.	41.0	8.0	33.6	5.6	--	--
B. Professionals	60.6	9.3	40.5	9.1	--	--
C. Technicians	25.2	7.8	33.7	10.9	8.5	3.1
D. Protective Services	19.5	10.5	18.7	14.2	--	3.7
E. Para-Professionals	72.4	16.0	35.5	10.5	--	--
F. Office/Clerical	94.0	14.3	64.8	10.6	--	--
G. Skilled Craft	1.3	8.9	5.2	8.3	3.9	--
H. Service/Maintenance	16.4	12.7	14.5	18.0	--	5.3

Source: (a) Occupational Category Report, June 30, 1988, Employee Services Division, Department of General Services; Multnomah County, Oregon.

(b) Data for 1984 Affirmative Action Programs, Labor Market Information, State of Oregon, Employment Division - Research and Statistics Unit, Department of Human Resources.

In addition, to correct specific underutilization and/or job segregation in specific job classifications, the following positions will be targeted for specific affirmative action hiring efforts:

TABLE 26

Salary Range	<u>Salary Range Goal</u>			
	<u>Total Employees/ Percent</u>	<u>Total Minority(M)/ Percent</u>	<u>Total Female(F)/ Percent</u>	<u>Goal Increase/ Uphold</u>
\$00,000-07,999 %	%	%	%	N/A
\$08,000-11,999 %	%	%	%	N/A
\$12,000-15,999 %	160/100.0	28/17.5	135/84.4	N/A
\$16,000-19,999 %	415/100.0	82/19.8	329/79.3	N/A
\$20,000-24,999 %	539/100.0	47/8.7	271/50.3	Increase (M)
\$25,000-32,999 %	588/100.0	52/8.8	243/41.3	Increase (M)
\$33,000-42,999 %	287/100.0	19/6.6	65/22.7	Increase (M/F)
\$43,000 - Over %	36/100.0	2/5.6	7/19.4	Increase (M/F)
TOTALS	2025/100.0	230/11.4	1050/51.9	N/A

Source: Salary Range Report, June 30, 1988, Employee Services Division, Department of General Services, Multnomah County, Oregon.

AFFIRMATIVE ACTION PROGRAM PLAN

January 1989 - June 1991

Based upon the foregoing planning factors and related statistical data, the County's voluntary planned objectives for improving the County's compliance with EEO/Affirmative Action regulatory requirements shall include, but not be limited by, the following:

OBJECTIVES	PLANNED ACTIONS	RESPONSIBILITIES	TARGET
1. To periodically update the affirmative action plan and program to concur with changes dictated by internal and external forces.	1.1 Recognizing that internal factors, such as changes in organizational structure, the effectiveness of of affirmative action procedures and the success in meeting goals directly influence subsequent affirmative action requirements; and external factors, such as court decisions, demographic changes and new legislation dictate the review and revision of existent programs, the office will monitor and take the appropriate action required to implement program changes.	Affirmative Action Office	Ongoing
2. Expand the activities of the affirmative action program to specifically enhance opportunities for protected class individuals not represented in the present labor force.	2.1 Continue working with the Employee Services Division in the refinement of recruitment techniques, examination procedures, and merit system standards to facilitate the placement and promotion of minority group persons, females and handicapped personnel.	Affirmative Action Office/ Employee Services Division	Ongoing
3. Increase the efforts of the County to integrate numerically segregated or underutilized occupations, where no bona fide occupational qualification exist to justify this disparity.	3.1 <u>Classification descriptions</u> will be reviewed, evaluated and revised to assure that the knowledge, skill, ability, experience and educational requirements and the minimum needed for entrance into the position, and that these requirements are job related. Current plans include a revision of the classification plan to ensure non-discrimination and pay equity considerations.	Affirmative Action Office/ Employee Services Division	Ongoing

OBJECTIVES	PLANNED ACTIONS	RESPONSIBILITIES	TARGET
3. Continued	3.2 <u>Selection processes</u> will be reviewed, evaluated and, if necessary, revised to assure that they are valid and in conformance with the County's Affirmative Action Program.	Affirmative Action Officer/ Employee Services Division	Ongoing
	3.3 <u>Promotional</u> considerations will take into account the need for temporary measures to correct the underutilization of minorities and females, where such consideration would further the goals of this plan.	Hiring Officials	Ongoing
4. Intensify recruitment efforts and establish management systems to locate and/or identify qualified "protected class" persons.	4.1 Update affirmative action recruitment list of professional organizations and groups; develop an applicant retrieval system to increase pool of "protected class" persons.	Affirmative Action Office/ Employee Services Division	Ongoing
	4.2 Assure that women, the handicapped, and minorities are informed of vacancies and are encouraged to apply for mid and upper level positions when they are available.	Affirmative Action Office/ Employee Services Division/ Managers/Supervisors	Ongoing
	4.3 Provide career planning assistance to protected class employees to aid in self-identification of underutilized skills and/or training experiences.	Affirmative Action Office	Ongoing

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OBJECTIVES	PLANNED ACTIONS	RESPONSIBILITIES	TARGET
4. Continued	4.4 Manage a talent bank program designed to assist protected class persons in their job finding efforts.	Affirmative Action Office	Ongoing
5. Determine the extent of the County's upward mobility program.	5.1 Because job series have not been effectively utilized as career paths to promote protected group members from lower level to higher level positions, job series shall be examined to identify barriers to promotion of protected group members.	Affirmative Action Office/ Employee Services Division	8/89 Ongoing There- after
6. Provide guidance to departments on requirements for creating unbiased working environments.	6.1 Information concerning proper conduct in the work environment shall be disseminated to all offices and departments.	Affirmative Action Office	Cont.
7. Establish an operational management information system, within the scope of the Affirmative Action Office.	7.1 Investigate the feasibility of automating the affirmative action data collection and information analysis systems for major job groups, adverse impact, eight-factor utilization analysis, goals and time-table updating, applicant flow, affirmative action incumbent tracking, and departmental compliance monitoring.	Affirmative Action Office/ Employee Services Division/ ISD	07/89
8. Establish performance standards for "good-faith" efforts compliance.	8.1 Research and create measuring tools for the purpose of monitoring and evaluating compliance under the concept of good-faith efforts.	Affirmative Action Office/ Chair's Office/Dept. Administrators/Employee Services Division	Before or Around 1/90
9. Enhance the County's equal opportunity and affirmative action image through community outreach and involvements.	9.1 Actively participate and initiate activities to promote the public awareness of the County's commitment to its affirmative action program.	Affirmative Action Office	Ongoing

OBJECTIVES	PLANNED ACTIONS	RESPONSIBILITIES	TARGET
10 Assess the progress of implementing the strategies outline in this plan every program year.	<p>10.1 At the end of every program year, the affirmative action program will be evaluated to do the following four things:</p> <p>a) measure the results of the program and compare them to the program goals and policies</p> <p>b) assess the effectiveness of the various program strategies and activities;</p> <p>c) find out why strategies & activities had good, bad, or indifferent results; and</p> <p>d) use this information on what did and what did not work well to plan the next year's activities.</p> <p>The results of the evaluation will be submitted to the Board of County Comm. department administrators, & the Employee Services Division.</p>	Affirmative Action Office	Annual
11 Promote and sponsor cross-cultural training programs for managers and supervisors.	11.1 Identify potential trainers and resources to sponsor the training.	Affirmative Action Officer/ Training Officer	6/89
21 Sponsor a recruitment seminar for women, minorities and the disabled who are interested in employment with Multnomah County.	12.1 Assess the feasibility of sponsoring these programs.	Affirmative Action Officer/ Training Officer	10/89

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**PROCEDURES FOR PROHIBITED
DISCRIMINATION OR HARASSMENT COMPLAINTS
MCC 310.015(A3) and 310.270(A) (D)**

SCOPE:

- A. The procedures henceforth implements MCC 310.015(A3) and 310.270 (A&D), and apply only to an internal/external complaint where it is alleged that an employment practice covering recruitment, selection, appointment, compensation, transfer, training, and other terms and conditions of employment and service was taken, in whole or in part, on a basis of prohibited discrimination and/or harassment because of race, color, religion, national origin, political affiliation, age, sex, physical or mental disability, marital status, and sexual preference.
- B. Individuals covered by these procedures include any person who is visiting on property operated under Multnomah County, recipient of services provided by Multnomah County, and all persons who are employees of the County or applicants for employment;
- C. The establishment of these procedures does not diminish the rights of any person to file a formal union grievance, or a formal complaint with a state or federal enforcement agency. However, a complaint will not receive a parallel review from County officials while it is pending and/or being investigated, unless the complaint involves pattern and/or practice issues of a systematic nature prohibited by these rules;
- D. If a complaint alleging prohibited discrimination is directed to a union/union steward it may be relayed to the department/division EEO Representative or the Affirmative Action Officer for review and/or investigative action and/or resolution;
- E. A substantiated incident of prohibited discrimination and/or harassment as defined in this policy is considered a serious act of misconduct, and shall be subject to disciplinary action, commensurate with the scope and severity of the occurrence, up to and including termination;
- F. Each manager and supervisor is responsible for the enforcement of County policies and procedures; including those contained herein; and
- G. Through this policy each County worker is informed that they can be held personally liable under Title VII, and most tort theories for action considered unlawful by the courts.

DEFINITION:

Under this section, the definition of discrimination and/or harassment actions will include the following conduct which has been found to create an intimidating, hostile, or offensive work environment; but is not limited to these examples:

- A. Discriminatory acts having effects on one or more individuals because of his/her sex, sexual preference, disability, age, religion, race, color, or national origin which under particular laws may not be considered as a basis for the act.

- B. Harassing actions which are unacceptable and/or unwelcomed that (1) has the purpose or effect of creating an intimidating, hostile, or offensive environment; (2) is sufficiently pervasive so as to alter the conditions of employment or terms of services; and (3) is sufficiently severe and persistent to affect seriously the psychological well-being of an employee, applicant or recipient on a basis contained in these procedures;
- C. Verbal discrimination and/or harassment, e.g., epithets, derogatory comments or slurs on the basis enumerated in the Procedure;
- D. Physical discrimination, e.g., assault, impeding or blocking movement, or any physical interference with normal work or movement when directed at an individual on a basis enumerated in the Procedure;
- E. Visual forms of discrimination and/or harassment, e.g., derogatory posters, cartoons, or drawings on a basis enumerated in the Procedure;
- F. Sexual favors, e.g., unwanted sexual advances, request, and other verbal or physical conduct when:
 - (1) Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment; or
 - (2) Submission to or rejection of such conduct is used as a basis for employment decisions affecting such individual; or
 - (3) Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance, or creating an intimidating, hostile, or offensive work environment; and
- G. Implying or threatening that an employee's "cooperation" in accepting a date, giving a kiss, or engaging in other conduct of a sexual nature will affect his/her employment, job assignment, compensation, promotion, career or any other term or condition of employment.

PROCEDURE NARRATIVE:

Pursuant to MCC 310.015(A3) and 310.270(A)(D), all units of Multnomah County will assume an affirmative duty to prevent job related discrimination and/or harassment. To meet this duty, the following reporting and internal investigative procedures will be strictly enforced:

Complainant:

- (1) Any person who feels that he/she is being or has been the victim of discrimination or harassment on a basis enumerated in the Procedure, is required to indicate to the person(s) the inappropriateness of their conduct, and/or report the alleged conduct to the appropriated management authority or the County's Affirmative Action Officer within ten days of the alleged act. The person(s) involved in the alleged act(s) are required, through these procedures, to immediately discontinue the aggrieved and unlawful activity, with the understanding that a continuation of the activity could be subject to disciplinary action up to and including termination from employment.

- (2) Any manager or supervisory employee who either witnesses or becomes aware of conduct which could be construed as discrimination or harassment on a basis enumerated in this Procedure has an affirmative duty to initiate immediate and appropriate corrective/remedial action into the circumstances surrounding the alleged activity.

Internal Complaints:

When a complaint is brought to the attention of a manager/supervisor, the following activities must occur:

- (1) The manager/supervisor must either investigate and/or take immediate action to resolve the complaint, refer the complaint to the Department's EEO Representative, or forward the complaint to the County's Affirmative Action Officer;
- (2) In addition, the manager/supervisor must treat every discrimination/harassment complaint seriously; and must attempt to seek a solution to the matter on an informal basis, unless the complaint can clearly be shown to be without merit.
- (3) A complaint may be directed to an EEO Representative to investigate and attempt to informally resolve the complaint; this action must be completed within ten working days of the receipt of the complaint. The EEO Representative will:
 - (a) investigate the complaint and attempt to informally resolve the complaint, unless the complaint can clearly be shown to be without merit;
 - (b) document the investigation and resolution efforts; and
 - (c) contact the Affirmative Action Officer for assistance and/or consultation on issues which are unresolved.
- (4) If the complaint is not resolved informally within the specified ten (10) working day period, the AAO shall receive notification of the complaint, and may assume responsibility for the investigation and resolution process. If the Affirmative Action Officer assumes responsibility for handling the complaint, the Affirmative Action Officer shall have thirty (30) calendar days to either resolve the complaint or to complete the investigation process and to report to the affected parties his/her determination as to the validity of the complaint.
- (5) In addition, the Affirmative Action Officer shall have thirty (30) calendar days to investigate, resolve and/or make a determination on any complaint filed directly with the Affirmative Action Officer.

FINDINGS:

Based on the facts, the investigator shall make one of the following findings:

1. UNFOUNDED - The allegation is false and not factual.
2. EXONERATED - The alleged incident occurred, but was lawful and proper.
3. NOT SUSTAINED - There is insufficient evidence to prove or disprove the allegation.
4. SUSTAINED - The allegation is supported by sufficient evidence to substantiate the allegation and the incident constituted misconduct.

Every attempt shall be made to resolve a complaint informally at the earliest possible time.

APPROPRIATE DISCIPLINARY ACTION

In determining the appropriate corrective action under this procedure; the severity of the discipline should be determined by the severity of the conduct, position/authority of the perpetrator, number/frequency of encounters, apparent intent of the perpetrator, relationship of the parties, provocation/ response of complainant, effect of action on complainant, effect of action on the work environment, and nature of the action. The disciplinary action must be done in such a way that the perpetrator(s) and others are put on notice that the unlawful activity will not be tolerated. For represented employees, the union contract should be consulted for guidance in this area.

FOLLOW-UP

A follow-up must be initiated on all cases of unlawful discrimination/ harassment to assure the complaint has in fact been resolved.

EXTERNAL DISCRIMINATION COMPLAINTS:

Employees complaints that are filed with a state or federal enforcement agency will be handled by the Office of County Counsel, and coordinated through the Department's EEO Representative, the Affirmative Action Office, and the Employee Services Division. The intent of acting on external complaints shall be to attempt to resolve complaints at the lowest possible organization level, while uniformly responding to the external complaint(s). Additionally, contractual claims of discrimination will be handled in accordance with normal labor relations procedures, through Labor Relations with consultation of County Counsel.

FINAL DISPOSITION:

The final disposition of a prohibited discrimination and/or harassment complaint rests with the Department head or his/her designee; with the ultimate authority resting with the County Chair or his/her designee.

LITIGATED DISCRIMINATION COMPLAINTS:

All complaints in the process of or which are being litigated or which are likely to be litigated, shall be handled by County Counsel without a parallel review by those parties authorized to act on the complaint, unless requested to do so by County Counsel.

EMPLOYEE EXPECTATION:

All employees that have knowledge of or information on the issues involved in complaint prohibited by this procedure are expected to cooperate with Department manager and/or supervisor and/or the EEO Representative and/or the Affirmative Action Officer and/or the Office of County Counsel in their efforts to evaluate allegations covered by these procedures.

REASONABLE DISCIPLINE:

Nothing in these regulations may be construed as limiting an employer's or other covered entity's right to take reasonable disciplinary measures which do not discriminate on a basis enumerated in this Plan, appropriate regulations and rules.

RETALIATION:

Absolutely no retaliation or adverse action in any form shall be taken against any employee or applicant because he/she has filed a complaint alleging unlawful discrimination. It is unacceptable conduct for an employer or other covered entity to demote, suspend, reduce, fail to hire or consider for hire, fail to give equal consideration in making employment decisions, fail to treat impartially in the context of any recommendations for subsequent employment which the employer or other covered entity may make, adversely affect working conditions or otherwise deny any employment benefit to an individual because that individual had opposed practices prohibited by these procedures or has filed a complaint, testified, assisted or participated in any manner in an investigation, proceeding, or hearing conducted to determine alleged violations to acts declared unlawful by these procedures, and/or other appropriate regulations.

REPORTING AND INTERNAL EVALUATION SYSTEMS

[41 CFR § 60-2.13 (g)] (1988)

The County will maintain a reporting and internal evaluation system that will provide for:

1. Maintaining and monitoring accurate and up-to-date records of all referrals, applicants, hires, promotions, transfers and terminations by race, sex, and disability self-identification to be certain that all employees are treated on a fair and equitable basis.
2. Requiring formal reports from department managers on a scheduled basis that indicate the degree to which departmental and divisional goals are attained and timetables are met.
3. Reviewing all selection, promotional and training procedures to ensure that they are nondiscriminatory.
4. Inform, on a regular basis, department managers of their effectiveness in implementing this policy and recommend improvements if necessary.

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APPENDICES:

- APPENDIX A: O.F.C.C. Affirmative Action Guidelines
- APPENDIX B: Official E.E.O.C. Poster
- APPENDIX C: Oregon Civil Rights Law
- APPENDIX D: Merit System Code (EEO)
- APPENDIX E: Personnel Rules (EEO/AA)
- APPENDIX F: Description of Hiring Process
- APPENDIX G: Mission Statements and Guiding Principles
- APPENDIX H: Multnomah County Citizen Advisory Boards and Commissions
- APPENDIX I: Talent Bank Program Outline
- APPENDIX J: Good-Faith Efforts
- APPENDIX K: Recruitment Strategies
- APPENDIX L: Criteria for Evaluating Managers
- APPENDIX M: Glossary of Terms

APPENDIX A: O.F.C.C. AFFIRMATIVE ACTION GUIDELINES

§ 60-1.42

(d) Uses a single advertisement in which appears in clearly distinguishable type the phrase "an equal opportunity employer."

§ 60-1.42 Notices to be posted.

(a) Unless alternative notices are prescribed by the Director, the notices which prime contractors and subcontractors are required to post by paragraphs (1) and (3) of the equal opportunity clause will contain the following language and will be provided by the contracting or administering agencies:

EQUAL EMPLOYMENT OPPORTUNITY IS THE LAW—DISCRIMINATION IS PROHIBITED BY THE CIVIL RIGHTS ACT OF 1964 AND BY EXECUTIVE ORDER NO. 11246

Title VII of the Civil Rights Act of 1964—Administered by:

THE EQUAL EMPLOYMENT OPPORTUNITY COMMISSION

Prohibits discrimination because of Race, Color, Religion, Sex, or National Origin by Employers with 75 or more employees, by Labor Organizations with a hiring hall of 75 or more members, by Employment Agencies, and by Joint Labor-Management Committees for Apprenticeship or Training. After July 1, 1967, employers and labor organizations with 50 or more employees or members will be covered; after July 1, 1968, those with 25 or more will be covered.

ANY PERSON

Who believes he or she has been discriminated against

SHOULD CONTACT

THE EQUAL EMPLOYMENT OPPORTUNITY COMMISSION

2401 E Street NW, Washington, D.C. 20506

Executive Order No. 11246—Administered by:

THE OFFICE OF FEDERAL CONTRACT COMPLIANCE PROGRAMS

Prohibits discrimination because of Race, Color, Religion, Sex, or National Origin, and requires affirmative action to ensure equality of opportunity in all aspects of employment.

By all Federal Government Contractors and Subcontractors, and by Contractors Performing Work Under a Federal Assisted

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Construction Contract, regardless of the number of employees in either case.

ANY PERSON

Who believes he or she has been discriminated against

SHOULD CONTACT

THE OFFICE OF FEDERAL CONTRACT COMPLIANCE PROGRAMS

U.S. Department of Labor Washington, D.C. 20210

(b) The requirements of paragraph (3) of the equal opportunity clause will be satisfied whenever the prime contractor or subcontractor posts copies of the notification prescribed by or pursuant to paragraph (a) of this section in conspicuous places available to employees, applicants for employment, and representatives of each labor union or other organization representing his employees with which he has a collective-bargaining agreement or other contract or understanding.

§ 60-1.43 Access to records and site of employment.

Each prime contractor and subcontractor shall permit access during normal business hours to its premises for the purpose of conducting on-site compliance reviews and inspecting and copying such books, records, accounts, and other material as may be relevant to the matter under investigation and pertinent to compliance with the order, and the rules and regulations promulgated pursuant thereto by the agency, or the Director. Information obtained in this manner shall be used only in connection with the administration of the order, the administration of the Civil Rights Act of 1964 (as amended) and in furtherance of the purposes of the order and that Act. (See 41 CFR Part 60-60, Contractor Evaluation Procedures for Nonconstruction Contractors; 41 CFR Part 60-40, Examination and Copying of OFCCP Documents.)

(Sec. 201, E.O. 11246, 30 FR 12319, and E.O. 11375, 32 FR 14303)

Office of Federal Contract Compliance Programs

Part 60-2

§ 60-1.44 Rulings and interpretations.

Rulings under or interpretations of the order or the regulations contained in this part shall be made by the Secretary or his designee.

§ 60-1.45 Existing contracts and subcontracts.

All contracts and subcontracts in effect prior to October 24, 1965, which are not subsequently modified shall be administered in accordance with the nondiscrimination provisions of any prior applicable Executive orders. Any contract or subcontract modified on or after October 24, 1965, shall be subject to Executive Order 11246. Complaints received by and violations coming to the attention of agencies regarding contracts and subcontracts which were subject to Executive Orders 10925 and 11114 shall be processed as if they were complaints regarding violations of this order.

§ 60-1.46 Delegation of authority by the Director.

The Director is authorized to redelegate the authority given to him by the regulations in this part. The authority redelegated by the Director pursuant to the regulations in this part shall be exercised under his general direction and control.

§ 60-1.47 Effective date.

The regulations contained in this part shall become effective July 1, 1968, for all contracts, the solicitations, invitations for bids, or requests for proposals which were sent by the Government or an applicant on or after said effective date, and for all negotiated contracts which have not been executed as of said effective date. Notwithstanding the foregoing, the regulations in this part shall become effective as to all contracts executed on and after the 120th day following said effective date. Subject to any prior approval of the Secretary, any agency may defer the effective date of the regulations in this part, for such period of time as the Secretary finds to be reasonably necessary. Contracts executed prior to the effective date of the regulations in this part shall be governed by the regulations promulgated by the former President's Com-

mittee on Equal Employment Opportunity which appear at 28 FR 9812, September 2, 1963, and at 28 FR 11305, October 23, 1963, the temporary regulations which appear at 30 FR 13441, October 22, 1965, and the orders at 31 FR 6881, May 10, 1966, and 32 FR 7439, May 19, 1967.

PART 60-2—AFFIRMATIVE ACTION PROGRAMS

Subpart A—General

Sec.

60-2.1 Title, purpose and scope.
60-2.2 Agency action.

Subpart B—Required Contents of Affirmative Action Programs

60-2.10 Purpose of affirmative action program.
60-2.11 Required utilization analysis.
60-2.12 Establishment of goals and timetables.
60-2.13 Additional required ingredients of affirmative action programs.
60-2.14 Program summary.
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Subpart C—Methods of Implementing the Requirements of Subpart B

60-2.20 Development or reaffirmation of the equal employment opportunity policy.
60-2.21 Dissemination of the policy.
60-2.22 Responsibility for implementation.
60-2.23 Identification of problem areas by organizational units and job groups.
60-2.24 Development and execution of programs.
60-2.25 Internal audit and reporting systems.
60-2.26 Support of action programs.

Subpart D—Miscellaneous

60-2.30 Use of goals.
60-2.31 Preemption.
60-2.32 Supersedure.
AUTHORITY: 5 U.S.C. 553(a)(3)(B); 29 CFR 2.7; sec. 201, E.O. 11246, 30 FR 12319, and E.O. 11375, 32 FR 14303, as amended by E.O. 12086.

SOURCE: 43 FR 49249, Oct. 20, 1978, unless otherwise noted.

Subpart A—General

§ 60-2.1 Title, purpose and scope.

(a) This part shall also be known as "Revised Order No. 4," and shall cover nonconstruction contractors. Section 60-1.40 of this chapter, affirmative action compliance programs, requires that within 120 days from the commencement of a contract each prime contractor or subcontractor with 50 or more employees and (1) a contract of \$50,000 or more; or (2) Government bills of lading which, in any 12-month period, total or can reasonably be expected to total \$50,000 or more; or (3) who serves as a depository of Government funds in any amount; or (4) who is a financial institution which is an issuing and paying agent for U.S. savings bonds and savings notes in any amount, develop a written affirmative action compliance program for each of its establishments. A review of compliance surveys indicates that many contractors do not have affirmative action programs on file at the time an establishment is visited by a compliance investigator. This part details the review procedure and the results of a contractor's failure to develop and maintain an affirmative action program and then sets forth detailed guidelines to be used by contractors and the Government in developing and judging these programs as well as the good faith effort required to transform the programs from paper commitments to equal employment opportunity. Subparts B and C of this part are concerned with affirmative action plans only.

(b) Relief, including back pay where appropriate, for members of an affected class who by virtue of past discrimination continue to suffer the present effects of that discrimination, shall be provided in the conciliation agreement entered into pursuant to § 60-60.6 of this title. An "affected class" problem must be remedied in order for a contractor to be considered in compliance. Section 60-2.2 herein pertaining to an acceptable affirmative action program is also applicable to the failure to remedy discrimination against members of an "affected class."

§ 60-2.2 Agency action.

(a) Any contractor required by § 60-1.40 of this chapter to develop an affirmative action program at each of its establishments who has not complied fully with that section is not in compliance with Executive Order 11246, as amended (30 FR 12319). Until such programs are developed and found to be acceptable in accordance with the standards and guidelines set forth in §§ 60-2.10 through 60-2.32, the contractor is unable to comply with the equal employment opportunity clause. An affirmative action plan shall be deemed to have been accepted by the Government at the time the appropriate OFCCP field, area, regional, or national office has accepted such plan unless within 45 days thereafter the Director has disapproved such plan.

(b) If, in determining such contractor's responsibility for an award of a contract it comes to the contracting officer's attention, through sources within his agency or through the Office of Federal Contract Compliance Programs or other Government agencies, that the contractor has no affirmative action program at each of its establishments, or has substantially deviated from such an approved affirmative action program, or has failed to develop or implement an affirmative action program which complies with the regulations in this chapter, the contracting officer shall declare the contractor/bidder nonresponsible and so notify the contractor and the Director, unless he can otherwise affirmatively determine that the contractor is able to comply with his equal employment obligations. Any contractor/bidder which has been declared nonresponsible in accordance with the provisions of this section may request the Director to determine that the responsibility of the contractor/bidder raises substantial issues of law or fact to the extent that a hearing is required. Such request shall set forth the basis upon which the contractor/bidder seeks such a determination. If the Director, in his/her sole discretion, determines that substantial issues of law or fact exist, an administrative or judicial proceeding may be commenced in accordance with the regulations contained in

§ 60-1.26; or the Director may require the investigation or compliance review be developed further or additional conciliation be conducted: *Provided*, That during any pre-award conferences, every effort shall be made through the processes of conciliation, mediation, and persuasion to develop an acceptable affirmative action program meeting the standards and guidelines set forth in §§ 60-2.10 through 60-2.32 so that, in the performance of his contract, the contractor is able to meet its equal employment obligations in accordance with the equal opportunity clause and applicable rules, regulations, and orders: *Provided further*, That a contractor/bidder may not be declared nonresponsible more than twice due to past non-compliance with the equal opportunity clause at a particular establishment or facility without receiving prior notice and an opportunity for a hearing.

(c)(1) Immediately upon finding that a contractor has no affirmative action program, or has deviated substantially from an approved affirmative action program, or has failed to develop or implement an affirmative action program which complies with the requirements of the regulations in this chapter, that fact shall be recorded in the investigation file. Whenever administrative enforcement is contemplated, the notice to the contractor shall be issued giving him 30 days to show cause why enforcement proceedings under section 209(a) of Executive Order 11246, as amended, should not be instituted. The notice to show cause should contain:

(i) An itemization of the sections of the Executive order and of the regulations with which the contractor has been found in apparent violation, and a summary of the conditions, practices, facts, or circumstances which give rise to each apparent violation;

(ii) The corrective actions necessary to achieve compliance or, as may be appropriate, the concepts and principles of an acceptable remedy and/or the corrective action results anticipated;

(iii) A request for a written response to the findings, including commitments to corrective action or the pres-

entation of opposing facts and evidence; and

(iv) A suggested date for the conciliation conference.

(2) If the contractor fails to show good cause for his failure or fails to remedy that failure by developing and implementing an acceptable affirmative action program within 30 days, the case file shall be processed for enforcement proceedings pursuant to § 60-1.26 of this chapter. If an administrative complaint is filed, the contractor shall have 20 days to request a hearing. If a request for hearing has not been received within 20 days from the filing of the administrative complaint, the matter shall proceed in accordance with Part 60-30 of this chapter.

(3) During the "show cause" period of 30 days, every effort will be made through conciliation, mediation, and persuasion to resolve the deficiencies which led to the determination of non-responsibility. If satisfactory adjustments designed to bring the contractor into compliance are not concluded, the case shall be processed for enforcement proceedings pursuant to § 60-1.26 of this chapter.

(d) During the "show cause" period and formal proceedings, each contracting agency must continue to determine the contractor's responsibility in considering whether or not to award a new or additional contract.

[43 FR 49249, Oct. 20, 1978; 43 FR 51400, Nov. 3, 1978]

Subpart B—Required Contents of Affirmative Action Programs

§ 60-2.10 Purpose of affirmative action program.

An affirmative action program is a set of specific and result-oriented procedures to which a contractor commits itself to apply every good faith effort. The objective of those procedures plus such efforts is equal employment opportunity. Procedures without effort to make them work are meaningless; and effort, undirected by specific and meaningful procedures, is inadequate. An acceptable affirmative action program must include an analysis of areas within which the contractor is defi-

cient in the utilization of minority groups and women, and further, goals and timetables to which the contractor's good faith efforts must be directed to correct the deficiencies and, thus to achieve prompt and full utilization of minorities and women, at all levels and in all segments of its work force where deficiencies exist.

[43 FR 49249, Oct. 20, 1978; 43 FR 51400, Nov. 3, 1978]

§ 60-2.11 Required utilization analysis.

Based upon the Government's experience with compliance reviews under the Executive order program and the contractor reporting system, minority groups are most likely to be underutilized in departments and jobs within departments that fall within the following Employer's Information Report (EEO-1) designations: Officials and managers, professionals, technicians, sales workers, office and clerical and craftsmen (skilled). As categorized by the EEO-1 designations, women are likely to be underutilized in departments and jobs within departments as follows: Officials and managers, professionals, technicians, sales workers (except over-the-counter sales in certain retail establishments), craftsmen (skilled and semi-skilled). Therefore, the contractor shall direct special attention to such jobs in its analysis and goal setting for minorities and women. Affirmative action programs must contain the following information:

(a) Workforce analysis which is defined as a listing of each job title as appears in applicable collective bargaining agreements or payroll records (not job group) ranked from the lowest paid to the highest paid within each department or other similar organizational unit including departmental or unit supervision. If there are separate work units or lines of progression within a department a separate list must be provided for each such work unit, or line, including unit supervisors. For lines of progression there must be indicated the order of jobs in the line through which an employee could move to the top of the line. Where there are no formal progression lines or usual promotional sequences, job titles should be listed by department, job families, or disci-

plines, in order of wage rates or salary ranges. For each job title, the total number of incumbents, the total number of male and female incumbents, and the total number of male and female incumbents in each of the following groups must be given: Blacks, Spanish-surnamed Americans, American Indians, and Orientals. The wage rate or salary range for each job title must be given. All job titles, including all managerial job titles, must be listed.

(b) An analysis of all major job groups at the facility, with explanation if minorities or women are currently being underutilized in any one or more job groups ("job groups" herein meaning one or a group of jobs having similar content, wage rates and opportunities). "Underutilization" is defined as having fewer minorities or women in a particular job group than would reasonably be expected by their availability. In making the utilization analysis, the contractor shall conduct such analysis separately for minorities and women.

(1) In determining whether minorities are being underutilized in any job group, the contractor will consider at least all of the following factors:

(i) The minority population of the labor area surrounding the facility;

(ii) The size of the minority unemployment force in the labor area surrounding the facility;

(iii) The percentage of the minority work force as compared with the total work force in the immediate labor area;

(iv) The general availability of minorities having requisite skills in the immediate labor area;

(v) The availability of minorities having requisite skills in an area in which the contractor can reasonably recruit;

(vi) The availability of promotable and transferable minorities within the contractor's organization;

(vii) The existence of training institutions capable of training persons in the requisite skills; and

(viii) The degree of training which the contractor is reasonably able to undertake as a means of making all job classes available to minorities.

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(2) In determining whether women are being underutilized in any job group, the contractor will consider at least all of the following factors:

(i) The size of the female unemployment force in the labor area surrounding the facility;

(ii) The percentage of the female workforce as compared with the total workforce in the immediate labor area;

(iii) The general availability of women having requisite skills in the immediate labor area;

(iv) The availability of women having requisite skills in an area in which the contractor can reasonably recruit;

(v) The availability of women seeking employment in the labor or recruitment area of the contractor;

(vi) The availability of promotable and transferable female employees within the contractor's organization;

(vii) The existence of training institutions capable of training persons in the requisite skills; and

(viii) The degree of training which the contractor is reasonably able to undertake as a means of making all job classes available to women.

[43 FR 49249, Oct. 20, 1978; 43 FR 51400, Nov. 3, 1978]

§ 60-2.12 Establishment of goals and timetables.

(a) The goals and timetables developed by the contractor should be attainable in terms of the contractor's analysis of its deficiencies and its entire affirmative action program. Thus, in establishing the size of its goals and the length of its timetables, the contractor should consider the results which could reasonably be expected from its putting forth every good faith effort to make its overall affirmative action program work. In determining levels of goals, the contractor should consider at least the factors listed in § 60-2.11.

(b) Involve personnel relations staff, department and division heads, and local and unit managers in the goal-setting process.

(c) Goals should be significant, measurable, and attainable.

(d) Goals should be specific for planned results, with timetables for completion.

(e) Goals may not be rigid and inflexible quotas which must be met, but must be targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire affirmative action program work.

(f) In establishing timetables to meet goals and commitments, the contractor will consider the anticipated expansion, contraction, and turnover of and in the work force.

(g) Goals, timetables, and affirmative action commitments must be designed to correct any identifiable deficiencies.

(h) Where deficiencies exist and where numbers or percentages are relevant in developing corrective action, the contractor shall establish and set forth specific goals and timetables separately for minorities and women.

(i) Such goals and timetables, with supporting data and the analysis thereof shall be a part of the contractor's written affirmative action program and shall be maintained at each establishment of the contractor.

(j) A contractor or subcontractor extending a publicly announced preference for Indians as authorized in 41 CFR 60-1.5(a)(6) may reflect in its goals and timetables the permissive employment preference for Indians living on or near an Indian reservation.

(k) Where the contractor has not established a goal, its written affirmative action program must specifically analyze each of the factors listed in § 60-2.11 and must detail its reason for a lack of a goal.

(l) In the event it comes to the attention of the Office of Federal Contract Compliance Programs that there is a substantial disparity in the utilization of a particular minority group or men or women of a particular minority group, OFCCP may require separate goals and timetables for such minority group; and may further require, where appropriate, such goals and timetables by sex for such group for such job classifications and organizational units specified by the OFCCP.

(m) Support data for the required analysis and program shall be compiled and maintained as part of the contractor's affirmative action program. This data will include but not be

limited to progression line charts, seniority rosters, applicant flow data, and applicant rejection ratios indicating minority and sex status.

(n) Copies of affirmative action programs and/or copies of support data shall be made available to the Office of Federal Contract Compliance Programs, upon request, for such purposes as may be appropriate to the fulfillment of its responsibilities under Executive Order 11246, as amended.

[43 FR 49249, Oct. 20, 1978; 43 FR 51400, Nov. 3, 1978]

§ 60-2.13 Additional required ingredients of affirmative action programs.

Effective affirmative action programs shall contain, but not necessarily be limited to, the following ingredients:

(a) Development or reaffirmation of the contractor's equal employment opportunity policy in all personnel actions.

(b) Formal internal and external dissemination of the contractor's policy.

(c) Establishment of responsibilities for implementation of the contractor's affirmative action program.

(d) Identification of problem areas (deficiencies) by organizational units and job group.

(e) Establishment of goals and objectives by organizational units and job groups, including timetables for completion.

(f) Development and execution of action-oriented programs designed to eliminate problems and further designed to attain established goals and objectives.

(g) Design and implementation of internal audit and reporting systems to measure effectiveness of the total program.

(h) Compliance of personnel policies and practices with the Sex Discrimination Guidelines (41 CFR Part 60-20).

(i) Active support of local and national community action programs and community service programs, designed to improve the employment opportunities of minorities and women.

(j) Consideration of minorities and women not currently in the work force having requisite skills who can be recruited through affirmative action measures.

§ 60-2.14 Program summary.

The affirmative action program shall be summarized and updated annually. The program summary shall be prepared in a format which shall be prescribed by the Director and published in the FEDERAL REGISTER as a notice before becoming effective. Contractors and subcontractors shall submit the program summary to OFCCP each year on the anniversary date of the affirmative action program.

[44 FR 77003, Dec. 28, 1979]

§ 60-2.15 Compliance status.

No contractor's compliance status shall be judged alone by whether or not it reaches its goals and meets its timetables. Rather, each contractor's compliance posture shall be reviewed and determined by reviewing the contents of its program, the extent of its adherence to this program, and its good faith efforts to make its program work toward the realization of the program's goals within the timetables set for completion. There follows an outline of examples of procedures that contractors and Federal agencies should use as a guideline for establishing, implementing, and judging an acceptable affirmative action program.

[43 FR 49249, Oct. 20, 1978; 43 FR 51400, Nov. 3, 1978. Redesignated at 44 FR 77003, Dec. 28, 1979]

Subpart C—Methods of Implementing the Requirements of Subpart B

§ 60-2.20 Development or reaffirmation of the equal employment opportunity policy.

(a) The contractor's policy statement should indicate the chief executive officer's attitude on the subject matter, assign overall responsibility and provide for a reporting and monitoring procedure. Specific items to be mentioned should include, but not be limited to:

(1) Recruit, hire, train, and promote persons in all job titles, without regard to race, color, religion, sex, or national origin, except where sex is a bona fide occupational qualification. (The term "bona fide occupational qualification"

has been construed very narrowly under the Civil Rights Act of 1964. Under Executive Order 11246 as amended and this part, this term will be construed in the same manner.)

(2) Base decisions on employment so as to further the principle of equal employment opportunity.

(3) Insure that promotion decisions are in accord with principles of equal employment opportunity by imposing only valid requirements for promotional opportunities.

(4) Insure that all personnel actions such as compensation, benefits, transfers, layoffs, return from layoff, company sponsored training, education, tuition assistance, social and recreation programs, will be administered without regard to race, color, religion, sex, or national origin.

[43 FR 49249, Oct. 30, 1978; 43 FR 51400, Nov. 3, 1978]

§ 60-2.21 Dissemination of the policy.

(a) The contractor should disseminate its policy internally as follows:

(1) Include it in contractor's policy manual.

(2) Publicize it in company newspaper, magazine, annual report, and other media.

(3) Conduct special meetings with executive, management, and supervisory personnel to explain intent of policy and individual responsibility for effective implementation, making clear the chief executive officer's attitude.

(4) Schedule special meetings with all other employees to discuss policy and explain individual employee responsibilities.

(5) Discuss the policy thoroughly in both employee orientation and management training programs.

(6) Meet with union officials to inform them of policy, and request their cooperation.

(7) Include nondiscrimination clauses in all union agreements, and review all contractual provisions to insure they are nondiscriminatory.

(8) Publish articles covering EEO programs, progress reports, promotions, etc., of minority and female employees, in company publications.

(9) Post the policy on company bulletin boards.

(10) When employees are featured in product or consumer advertising, employee handbooks or similar publications both minority and nonminority, men and women should be pictured.

(11) Communicate to employees the existence of the contractor's affirmative action program and make available such elements of its program as will enable such employees to know of and avail themselves of its benefits.

(b) The contractor should disseminate its policy externally as follows:

(1) Inform all recruiting sources verbally and in writing of company policy, stipulating that these sources actively recruit and refer minorities and women for all positions listed.

(2) Incorporate the equal opportunity clause in all purchase orders, leases, contracts, etc., covered by Executive Order 11246, as amended, and its implementing regulations.

(3) Notify minority and women's organizations, community agencies, community leaders, secondary schools, and colleges, of company policy, preferably in writing.

(4) Communicate to prospective employees the existence of the contractor's affirmative action program and make available such elements of its program as will enable such prospective employees to know of and avail themselves of its benefits.

(5) When employees are pictured in consumer or help wanted advertising, both minorities and nonminority men and women should be shown.

(6) Send written notification of company policy to all subcontractors, vendors, and suppliers requesting appropriate action on their part.

[43 FR 49249, Oct. 30, 1978; 43 FR 51400, Nov. 3, 1978]

§ 60-2.22 Responsibility for implementation.

(a) An executive of the contractor should be appointed as director or manager of company equal opportunity programs. Depending upon the size and geographical alignment of the company, this may be his or her sole responsibility. He or she should be given the necessary top management support and staffing to execute the assignment. His or her identity should

trained to insure elimination of bias in all personnel actions.

(2) The contractor shall observe the requirements of the OFCCP Uniform Guidelines on Employee Selection Procedures.

(3) Selection techniques other than tests may also be improperly used so as to have the effect of discriminating against minority groups and women. Such techniques include but are not restricted to, unscored interviews, unscored or casual application forms, arrest records, credit checks, considerations of marital status or dependency or minor children. Where there exist data suggesting that such unfair discrimination or exclusion of minorities or women exists, the contractor should analyze his unscored procedures and eliminate them if they are not objectively valid.

(e) Suggested techniques to improve recruitment and increase the flow of minority or female applicants follow:

(1) Certain organizations such as the Urban League, Job Corps, Equal Opportunity Programs, Inc., Concentrated Employment programs, Neighborhood Youth Corps, Secondary Schools, Colleges, and City Colleges with high minority enrollment, the State Employment Service, specialized employment agencies, Aspira, LULAC, SER, the G.I. Forum, the Commonwealth of Puerto Rico are normally prepared to refer minority applicants. Organizations prepared to refer women with specific skills are: National Organization for Women, Welfare Rights organizations, Women's Equity Action League, Talent Bank from Business and Professional Women (including 26 women's organizations), Professional Women's Caucus, Intercollegiate Association of University Women, Negro Women's sororities and service groups such as Delta Sigma Theta, Alpha Kappa Alpha, and Zeta Phi Beta; National Council of Negro Women, American Association of University Women, YWCA, and sectarian groups such as Jewish Women's Groups, Catholic Women's Groups and Protestant Women's Groups, and women's colleges. In addition, community leaders as individuals shall be added to recruiting sources.

(2) Formal briefing sessions should be held, preferably on company premises, with representatives from these recruiting sources. Plant tours, presentations by minority and female employees, clear and concise explanations of current and future job openings, position descriptions, worker specifications, explanations of the company's selection process, and recruiting literature should be an integral part of the briefings. Formal arrangements should be made for referral of applicants, followup with sources, and feedback on disposition of applicants.

(3) Minority and female employees, using procedures similar to subparagraph (2) of this paragraph, should be actively encouraged to refer applicants.

(4) A special effort should be made to include minorities and women on the Personnel Relations staff.

(5) Minority and female employees should be made available for participation in Career Days, Youth Motivation Programs, and related activities in their communities.

(6) Active participation in "Job Fairs" is desirable. Company representative so participating should be given authority to make on-the-spot commitments.

(7) Active recruiting programs should be carried out at secondary schools, junior colleges, and colleges with predominant minority or female enrollments.

(8) Recruiting efforts at all schools should incorporate special efforts to reach minorities and women.

(9) Special employment programs should be undertaken whenever possible. Some possible programs are:

(i) Technical and nontechnical co-op programs with predominately Negro and women's colleges.

(ii) "After school" and/or work-study jobs for minority youths, male and female.

(iii) Summer jobs for underprivileged youth, male and female.

(iv) Summer work-study programs for male and female faculty members of the predominantly minority schools and colleges.

(v) Motivation, training and employment programs for the hardcore unemployed, male and female.

(10) When recruiting brochures pictorially present work situations, the minority and female members of the work force should be included, especially when such brochures are used in school and career programs.

(11) Help wanted advertising should be expanded to include the minority news media and women's interest media on a regular basis.

(f) The contractor should insure that minority and female employees are given equal opportunity for promotion. Suggestions for achieving this result include:

(1) Post or otherwise announce promotional opportunities.

(2) Make an inventory of current minority and female employees to determine academic, skill and experience level of individual employees.

(3) Initiate necessary remedial, job training and workstudy programs.

(4) Develop and implement formal employee evaluation programs.

(5) Make certain "worker specifications" have been validated on job performance related criteria. (Neither minority nor female employees should be required to possess higher qualifications than those of the lowest qualified incumbent.)

(6) When apparently qualified minority or female employees are passed over for upgrading, require supervisory personnel to submit written justification.

(7) Establish formal career counseling programs to include attitude development, education aid, job rotation, buddy system and similar programs.

(8) Review seniority practices and seniority clauses in union contracts to insure such practices or clauses are nondiscriminatory and do not have a discriminatory effect.

(g) Make certain facilities and company-sponsored social and recreation activities are desegregated. Actively encourage all employees to participate.

(h) Encourage child care, housing and transportation programs appropriately designed to improve the employment opportunities for minorities and women.

[43 FR 49249, Oct. 30, 1978; 43 FR 51401, Nov. 3, 1978]

§ 60-2.25 Internal audit and reporting systems.

(a) The contractor should monitor records of referrals, placements, transfers, promotions and terminations at all levels to insure nondiscriminatory policy is carried out.

(b) The contractor should require formal reports from unit managers on a schedule basis as to degree to which corporate or unit goals are attained and timetables met.

(c) The contractor should review report results with all levels of management.

(d) The contractor should advise top management of program effectiveness and submit recommendations to improve unsatisfactory performance.

§ 60-2.26 Support of action programs.

(a) The contractor should appoint key members of management to serve on merit employment councils, community relations boards and similar organizations.

(b) The contractor should encourage minority and female employees to participate actively in National Alliance of Businessmen programs for youth motivation.

(c) The contractor should support vocational guidance institutes, vestibule training programs and similar activities.

(d) The contractor should assist secondary schools and colleges in programs designed to enable minority and female graduates of these institutions to compete in the open employment market on a more equitable basis.

(e) The contractor should publicize achievements of minority and female employees in local and minority news media.

(f) The contractor should support programs developed by such organizations as National Alliance of Businessmen, the Urban Coalition and other organizations concerned with employment opportunities for minorities or women.

[43 FR 49249, Oct. 30, 1978; 43 FR 51401, Nov. 3, 1978]

Subpart D—Miscellaneous**§ 60-2.30 Use of goals.**

The purpose of a contractor's establishment and use of goals is to insure that it meet its affirmative action obligation. It is not intended and should not be used to discriminate against any applicant or employee because of race, color, religion, sex, or national origin.

[43 FR 49249, Oct. 30, 1978; 43 FR 51401, Nov. 3, 1978]

§ 60-2.31 Preemption.

To the extent that any State or local laws, regulations or ordinances, including those which grant special benefits to persons on account of sex, are in conflict with Executive Order 11246, as amended, or with the requirements of this part, we will regard them as preempted under the Executive order.

§ 60-2.32 Supersedure.

All orders, instructions, regulations, and memoranda of the Secretary of Labor, other officials of the Department of Labor and contracting agencies are hereby superseded to the extent that they are inconsistent herewith, including a previous "Order No. 4" from this office dated January 30, 1970. Nothing in this part is intended to amend 41 CFR Part 60-3 or 41 CFR 60-20.

PART 60-3—UNIFORM GUIDELINES ON EMPLOYEE SELECTION PROCEDURES (1978)

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§ 60-3.16 Definitions

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§ 60-3.17 Policy statement on affirmative action (see section 13B)

§ 60-3.18 Citations

AUTHORITY: Secs. 201, 202, 203, 203(a), 205, 206(a), 301, 303(b), and 403(b) of E.O. 11246; as amended by sec. 715 of Civil Rights Act of 1964, as amended (42 U.S.C. 2000(e)-14).

SOURCE: 43 FR 38295, 38314, August 25, 1978.

GENERAL PRINCIPLES

§ 60-3.1 Statement of purpose.

A. *Need for uniformity—Issuing agencies.* The Federal government's need for a uniform set of principles on the question of the use of tests and other selection procedures has long been recognized. The Equal Employment Opportunity Commission, the Civil Service Commission, the Department of Labor, and the Department of Justice jointly have adopted these uniform guidelines to meet that need, and to apply the same principles to the Federal Government as are applied to other employers.

B. *Purpose of guidelines.* These guidelines incorporate a single set of principles which are designed to assist employers, labor organizations, employment agencies, and licensing and certification boards to comply with requirements of Federal law prohibiting employment practices which discriminate on grounds of race, color, religion, sex, and national origin. They are designed to provide a framework for determining the proper use of tests and other selection procedures. These guidelines do not require a user to conduct validity studies of selection procedures where no adverse impact results. However, all users are encouraged to use selection procedures which are valid, especially users operating under merit principles.

C. *Relation to prior guidelines.* These guidelines are based upon and supersede previously issued guidelines on employee selection procedures. These guidelines have been built upon court decisions, the previously issued

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guidelines of the agencies, and the practical experience of the agencies, as well as the standards of the psychological profession. These guidelines are intended to be consistent with existing law.

§ 60-3.2 Scope.

A. *Application of guidelines.* These guidelines will be applied by the Equal Employment Opportunity Commission in the enforcement of title VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972 (hereinafter "Title VII"); by the Department of Labor, and the contract compliance agencies until the transfer of authority contemplated by the President's Reorganization Plan No. 1 of 1978, in the administration and enforcement of Executive Order 11246, as amended by Executive Order 11375 (hereinafter "Executive Order 11246"); by the Civil Service Commission and other Federal agencies subject to section 717 of Title VII; by the Civil Service Commission in exercising its responsibilities toward State and local governments under section 208(b)(1) of the Intergovernmental Personnel Act; by the Department of Justice in exercising its responsibilities under Federal law; by the Office of Revenue Sharing of the Department of the Treasury under the State and Local Fiscal Assistance Act of 1972, as amended; and by any other Federal agency which adopts them.

B. *Employment decisions.* These guidelines apply to tests and other selection procedures which are used as a basis for any employment decision. Employment decisions include but are not limited to hiring, promotion, demotion, membership (for example, in a labor organization), referral, retention, and licensing and certification, to the extent that licensing and certification may be covered by Federal equal employment opportunity law. Other selection decisions, such as selection for training or transfer, may also be considered employment decisions if they lead to any of the decisions listed above.

C. *Selection procedures.* These guidelines apply only to selection proce-

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§ 60-3.3 Discrimination defined: Relationship between use of selection procedures and discrimination.

A. *Procedure having adverse impact constitutes discrimination unless justified.* The use of any selection procedure which has an adverse impact on the hiring, promotion, or other employment or membership opportunities of members of any race, sex, or ethnic group will be considered to be discriminatory and inconsistent with these guidelines, unless the procedure has been validated in accordance with these guidelines, or the provisions of section 6 of this part are satisfied.

B. *Consideration of suitable alternative selection procedures.* Where two or more selection procedures are available which serve the user's legitimate interest in efficient and trustworthy workmanship, and which are substantially equally valid for a given purpose, the user should use the procedure which has been demonstrated to have the lesser adverse impact. Accordingly, whenever a validity study is called for by these guidelines, the user should include, as a part of the validity study, an investigation of suitable alternative selection procedures and suitable alternative methods of using the selection procedure which have as little adverse impact as possible, to determine the appropriateness of using or validating them in accord with these guidelines. If a user has made a reasonable effort to become aware of such alternative procedures and validity has been demonstrated in accord with these guidelines, the use of the test or other selection procedure may continue until such time as it should reasonably be reviewed for currency. Whenever the user is shown an alternative selection procedure with evidence of less adverse impact and substantial evidence of validity for the same job in similar circumstances, the user should investigate it to determine the appropriateness of using or validating it in accord with these guidelines. This subsection is not intended to preclude the combination of procedures into a significantly more valid procedure, if the use of such a combination has been shown to be in compliance with the guidelines.

dures which are used as a basis for making employment decisions. For example, the use of recruiting procedures designed to attract members of a particular race, sex, or ethnic group, which were previously denied employment opportunities or which are currently underutilized, may be necessary to bring an employer into compliance with Federal law, and is frequently an essential element of any effective affirmative action program; but recruitment practices are not considered by these guidelines to be selection procedures. Similarly, these guidelines do not pertain to the question of the lawfulness of a seniority system within the meaning of section 703(h), Executive Order 11246 or other provisions of Federal law or regulation, except to the extent that such systems utilize selection procedures to determine qualifications or abilities to perform the job. Nothing in these guidelines is intended or should be interpreted as discouraging the use of a selection procedure for the purpose of determining qualifications or for the purpose of selection on the basis of relative qualifications, if the selection procedure had been validated in accord with these guidelines for each such purpose for which it is to be used.

D. *Limitations.* These guidelines apply only to persons subject to Title VII, Executive Order 11246, or other equal employment opportunity requirements of Federal law. These guidelines do not apply to responsibilities under the Age Discrimination in Employment Act of 1967, as amended, not to discriminate on the basis of age, or under sections 501, 503, and 504 of the Rehabilitation Act of 1973, not to discriminate on the basis of handicap.

E. *Indian preference not affected.* These guidelines do not restrict any obligation imposed or right granted by Federal law to users to extend a preference in employment to Indians living on or near an Indian reservation in connection with employment opportunities on or near an Indian reservation.

§ 60-3.4 Information on impact.

A. *Records concerning impact.* Each user should maintain and have available for inspection records or other information which will disclose the impact which its tests and other selection procedures have upon employment opportunities of persons by identifiable race, sex, or ethnic group as set forth in subparagraph B of this section in order to determine compliance with these guidelines. Where there are large numbers of applicants and procedures are administered frequently, such information may be retained on a sample basis, provided that the sample is appropriate in terms of the applicant population and adequate in size.

B. *Applicable race, sex, and ethnic groups for recordkeeping.* The records called for by this section are to be maintained by sex, and the following races and ethnic groups: Blacks (Negroes), American Indians (including Alaskan Natives), Asians (including Pacific Islanders), Hispanic (including persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish origin or culture regardless of race), whites (Caucasians) other than Hispanic, and totals. The race, sex, and ethnic classifications called for by this section are consistent with the Equal Employment Opportunity Standard Form 100, Employer Information Report EEO-1 series of reports. The user should adopt safeguards to insure that the records required by this paragraph are used for appropriate purposes such as determining adverse impact, or (where required) for developing and monitoring affirmative action programs, and that such records are not used improperly. See sections 4E and 17(4), of this part.

C. *Evaluation of selection rates. The "bottom line."* If the information called for by sections 4A and B of this section shows that the total selection process for a job has an adverse impact, the individual components of the selection process should be evaluated for adverse impact. If this information shows that the total selection process does not have an adverse impact, the Federal enforcement agencies, in the exercise of their administrative and prosecutorial discretion, in

usual circumstances, will not expect a user to evaluate the individual components for adverse impact, or to validate such individual components, and will not take enforcement action based upon adverse impact of any component of that process, including the separate parts of a multipart selection procedure or any separate procedure that is used as an alternative method of selection. However, in the following circumstances the Federal enforcement agencies will expect a user to evaluate the individual components for adverse impact and may, where appropriate, take enforcement action with respect to the individual components: (1) where the selection procedure is a significant factor in the continuation of patterns of assignments of incumbent employees caused by prior discriminatory employment practices, (2) where the weight of court decisions or administrative interpretations hold that a specific procedure (such as height or weight requirements or no-arrest records) is not job related in the same or similar circumstances. In unusual circumstances, other than those listed in paragraphs (1) and (2) of this section, the Federal enforcement agencies may request a user to evaluate the individual components for adverse impact and may, where appropriate, take enforcement action with respect to the individual component.

D. *Adverse impact and the "four-fifths rule."* A selection rate for any race, sex, or ethnic group which is less than four-fifths (%) (or eighty percent) of the rate for the group with the highest rate will generally be regarded by the Federal enforcement agencies as evidence of adverse impact, while a greater than four-fifths rate will generally not be regarded by Federal enforcement agencies as evidence of adverse impact. Smaller differences in selection rate may nevertheless constitute adverse impact, where they are significant in both statistical and practical terms or where a user's actions have discouraged applicants disproportionately on grounds of race, sex, or ethnic group. Greater differences in selection rate may not constitute adverse impact where the differences are based on small numbers and are not

statistically significant, or where special recruiting or other programs cause the pool of minority or female candidates to be atypical of the normal pool of applicants from that group. Where the user's evidence concerning the impact of a selection procedure indicates adverse impact but is based upon numbers which are too small to be reliable, evidence concerning the impact of the procedure over a longer period of time and/or evidence concerning the impact which the selection procedure had when used in the same manner in similar circumstances elsewhere may be considered in determining adverse impact. Where the user has not maintained data on adverse impact as required by the documentation section of applicable guidelines, the Federal enforcement agencies may draw an inference of adverse impact of the selection process from the failure of the user to maintain such data, if the user has an underutilization of a group in the job category, as compared to the group's representation in the relevant labor market or, in the case of jobs filled from within, the applicable work force.

E. *Consideration of user's equal employment opportunity posture.* In carrying out their obligations, the Federal enforcement agencies will consider the general posture of the user with respect to equal employment opportunity for the job or group of jobs in question. Where a user has adopted an affirmative action program, the Federal enforcement agencies will consider the provisions of that program, including the goals and timetables which the user has adopted and the progress which the user has made in carrying out that program and in meeting the goals and timetables. While such affirmative action programs may in design and execution be race, color, sex, or ethnic conscious, selection procedures under such programs should be based upon the ability or relative ability to do the work.

§ 60-3.5 General standards for validity studies.

A. *Acceptable types of validity studies.* For the purposes of satisfying these guidelines, users may rely upon criterion-related validity studies, con-

tent validity studies or construct validity studies, in accordance with the standards set forth in the technical standards of these guidelines, section 14 of this part. New strategies for showing the validity of selection procedures will be evaluated as they become accepted by the psychological profession.

B. *Criterion-related, content, and construct validity.* Evidence of the validity of a test or other selection procedure by a criterion-related validity study should consist of empirical data demonstrating that the selection procedure is predictive of or significantly correlated with important elements of job performance. See 14B of this part. Evidence of the validity of a test or other selection procedure by a content validity study should consist of data showing that the content of the selection procedure is representative of important aspects of performance on the job for which the candidates are to be evaluated. See 14C of this part. Evidence of the validity of a test or other selection procedure through a construct validity study should consist of data showing that the procedure measures the degree to which candidates have identifiable characteristics which have been determined to be important in successful performance in the job for which the candidates are to be evaluated. See section 14D of this part.

C. *Guidelines are consistent with professional standards.* The provisions of these guidelines relating to validation of selection procedures are intended to be consistent with generally accepted professional standards for evaluating standardized tests and other selection procedures, such as those described in the Standards for Educational and Psychological Tests prepared by a joint committee of the American Psychological Association, the American Educational Research Association, and the National Council on Measurement in Education (American Psychological Association, Washington, D.C., 1974) (hereinafter "A.P.A. Standards") and standard textbooks and journals in the field of personnel selection.

D. *Need for documentation of validity.* For any selection procedure which

is part of a selection process which has an adverse impact and which selection procedure has an adverse impact, each user should maintain and have available such documentation as is described in section 15 of this part.

E. *Accuracy and standardization.* Validity studies should be carried out under conditions which assure insofar as possible the adequacy and accuracy of the research and the report. Selection procedures should be administered and scored under standardized conditions.

F. *Caution against selection on basis of knowledges, skills, or ability learned in brief orientation period.* In general, users should avoid making employment decisions on the basis of measures of knowledges, skills, or abilities which are normally learned in a brief orientation period, and which have an adverse impact.

G. *Method of use of selection procedures.* The evidence of both the validity and utility of a selection procedure should support the method the user chooses for operational use of the procedure, if that method of use has a greater adverse impact than another method of use. Evidence which may be sufficient to support the use of a selection procedure on a pass/fail (screening) basis may be insufficient to support the use of the same procedure on a ranking basis under these guidelines. Thus, if a user decides to use a selection procedure on a ranking basis, and that method of use has a greater adverse impact than use on an appropriate pass/fail basis (see section 5H of this section), the user should have sufficient evidence of validity and utility to support the use on a ranking basis. See sections 3B, 14B (5) and (6), and 14C (8) and (9).

H. *Cutoff scores.* Where cutoff scores are used, they should normally be set so as to be reasonable and consistent with normal expectations of acceptable proficiency within the work force. Where applicants are ranked on the basis of properly validated selection procedures and those applicants scoring below a higher cutoff score than appropriate in light of such expectations have little or no chance of being selected for employment, the higher cutoff score may be appropriate, but

the degree of adverse impact should be considered.

I. *Use of selection procedures for higher level jobs.* If job progression structures are so established that employees will probably, within a reasonable period of time and in a majority of cases, progress to a higher level, it may be considered that the applicants are being evaluated for a job or jobs at the higher level. However, where job progression is not so nearly automatic, or the time span is such that higher level jobs or employees' potential may be expected to change in significant ways, it should be considered that applicants are being evaluated for a job at or near the entry level. A "reasonable period of time" will vary for different jobs and employment situations but will seldom be more than 5 years. Use of selection procedures to evaluate applicants for a higher level job would not be appropriate:

(1) If the majority of those remaining employed do not progress to the higher level job;

(2) If there is a reason to doubt that the higher level job will continue to require essentially similar skills during the progression period; or

(3) If the selection procedures measure knowledges, skills, or abilities required for advancement which would be expected to develop principally from the training or experience on the job.

J. *Interim use of selection procedures.* Users may continue the use of a selection procedure which is not at the moment fully supported by the required evidence of validity, provided: (1) The user has available substantial evidence of validity, and (2) the user has in progress, when technically feasible, a study which is designed to produce the additional evidence required by these guidelines within a reasonable time. If such a study is not technically feasible, see section 6B. If the study does not demonstrate validity, this provision of these guidelines for interim use shall not constitute a defense in any action, nor shall it relieve the user of any obligations arising under Federal law.

K. *Review of validity studies for currency.* Whenever validity has been shown in accord with these guidelines

for the use of a particular selection procedure for a job or group of jobs, additional studies need not be performed until such time as the validity study is subject to review as provided in section 3B of this part. There are no absolutes in the area of determining the currency of a validity study. All circumstances concerning the study, including the validation strategy used, and changes in the relevant labor market and the job should be considered in the determination of when a validity study is outdated.

§ 60-3.6 Use of selection procedures which have not been validated.

A. *Use of alternate selection procedures to eliminate adverse impact.* A user may choose to utilize alternative selection procedures in order to eliminate adverse impact or as part of an affirmative action program. See section 13 of this part. Such alternative procedures should eliminate the adverse impact in the total selection process, should be lawful and should be as job related as possible.

B. *Where validity studies cannot or need not be performed.* There are circumstances in which a user cannot or need not utilize the validation techniques contemplated by these guidelines. In such circumstances, the user should utilize selection procedures which are as job related as possible and which will minimize or eliminate adverse impact, as set forth below.

(1) *Where informal or unscored procedures are used.* When an informal or unscored selection procedure which has an adverse impact is utilized, the user should eliminate the adverse impact, or modify the procedure to one which is a formal, scored or quantified measure or combination of measures and then validate the procedure in accord with these guidelines, or otherwise justify continued use of the procedure in accord with Federal law.

(2) *Where formal and scored procedures are used.* When a formal and scored selection procedure is used which has an adverse impact, the validation techniques contemplated by these guidelines usually should be followed if technically feasible. Where the user cannot or need not follow the

validation techniques anticipated by these guidelines, the user should either modify the procedure to eliminate adverse impact or otherwise justify continued use of the procedure in accord with Federal law.

§ 60-3.7 Use of other validity studies.

A. *Validity studies not conducted by the user.* Users may, under certain circumstances, support the use of selection procedures by validity studies conducted by other users or conducted by test publishers or distributors and described in test manuals. While publishers of selection procedures have a professional obligation to provide evidence of validity which meets generally accepted professional standards (see section 5C of this part), users are cautioned that they are responsible for compliance with these guidelines. Accordingly, users seeking to obtain selection procedures from publishers and distributors should be careful to determine that, in the event the user becomes subject to the validity requirements of these guidelines, the necessary information to support validity has been determined and will be made available to the user.

B. *Use of criterion-related validity evidence from other sources.* Criterion-related validity studies conducted by one test user, or described in test manuals and the professional literature, will be considered acceptable for use by another user when the following requirements are met:

(1) *Validity evidence.* Evidence from the available studies meeting the standards of section 14B of this part clearly demonstrates that the selection procedure is valid;

(2) *Job similarity.* The incumbents in the user's job and the incumbents in the job or group of jobs on which the validity study was conducted perform substantially the same major work behaviors, as shown by appropriate job analyses both on the job or group of jobs on which the validity study was performed and on the job for which the selection procedure is to be used; and

(3) *Fairness evidence.* The studies include a study of test fairness for each race, sex, and ethnic group which con-

TECHNICAL STANDARDS

§ 60-3.14 Technical standards for validity studies.

The following minimum standards, as applicable, should be met in conducting a validity study. Nothing in these guidelines is intended to preclude the development and use of other professionally acceptable techniques with respect to validation of selection procedures. Where it is not technically feasible for a user to conduct a validity study, the user has the obligation otherwise to comply with these guidelines. See sections 6 and 7 of this part.

A. Validity studies should be based on review of information about the job. Any validity study should be based upon a review of information about the job for which the selection procedure is to be used. The review should include a job analysis except as provided in section 14B(3) of this section with respect to criterion-related validity. Any method of job analysis may be used if it provides the information required for the specific validation strategy used.

B. Technical standards for criterion-related validity studies—(1) Technical feasibility. Users choosing to validate a selection procedure by a criterion-related validity strategy should determine whether it is technically feasible (as defined in section 16) to conduct such a study in the particular employment context. The determination of the number of persons necessary to permit the conduct of a meaningful criterion-related study should be made by the user on the basis of all relevant information concerning the selection procedure, the potential sample and the employment situation. Where appropriate, jobs with substantially the same major work behaviors may be grouped together for validity studies, in order to obtain an adequate sample. These guidelines do not require a user to hire or promote persons for the purpose of making it possible to conduct a criterion-related study.

(2) Analysis of the job. There should be a review of job information to determine measures of work behavior(s) or performance that are relevant to the job or group of jobs in question.

These measures or criteria are relevant to the extent that they represent critical or important job duties, work behaviors or work outcomes as developed from the review of job information. The possibility of bias should be considered both in selection of the criterion measures and their application. In view of the possibility of bias in subjective evaluations, supervisory rating techniques and instructions to raters should be carefully developed. All criterion measures and the methods for gathering data need to be examined for freedom from factors which would unfairly alter scores of members of any group. The relevance of criteria and their freedom from bias are of particular concern when there are significant differences in measures of job performance for different groups.

(3) Criterion measures. Proper safeguards should be taken to insure that scores on selection procedures do not enter into any judgments of employee adequacy that are to be used as criterion measures. Whatever criteria are used should represent important or critical work behavior(s) or work outcomes. Certain criteria may be used without a full job analysis if the user can show the importance of the criteria to the particular employment context. These criteria include but are not limited to production rate, error rate, tardiness, absenteeism, and length of service. A standardized rating of overall work performance may be used where a study of the job shows that it is an appropriate criterion. Where performance in training is used as a criterion, success in training should be properly measured and the relevance of the training should be shown either through a comparison of the content of the training program with the critical or important work behavior(s) of the job(s), or through a demonstration of the relationship between measures of performance in training and measures of job performance. Measures of relative success in training include but are not limited to instructor evaluations, performance samples, or tests. Criterion measures consisting of paper and pencil tests will be closely reviewed for job relevance.

(4) Representativeness of the sample. Whether the study is predictive or concurrent, the sample subjects should insofar as feasible be representative of the candidates normally available in the relevant labor market for the job or group of jobs in question, and should insofar as feasible include the races, sexes, and ethnic groups normally available in the relevant job market. In determining the representativeness of the sample in a concurrent validity study, the user should take into account the extent to which the specific knowledges or skills which are the primary focus of the test are those which employees learn on the job.

Where samples are combined or compared, attention should be given to see that such samples are comparable in terms of the actual job they perform, the length of time on the job where time on the job is likely to affect performance, and other relevant factors likely to affect validity differences; or that these factors are included in the design of the study and their effects identified.

(5) Statistical relationships. The degree of relationship between selection procedure scores and criterion measures should be examined and computed, using professionally acceptable statistical procedures. Generally, a selection procedure is considered related to the criterion, for the purposes of these guidelines, when the relationship between performance on the procedure and performance on the criterion measure is statistically significant at the 0.05 level of significance, which means that it is sufficiently high as to have a probability of no more than one (1) in twenty (20) to have occurred by chance. Absence of a statistically significant relationship between a selection procedure and job performance should not necessarily discourage other investigations of the validity of that selection procedure.

(6) Operational use of selection procedures. Users should evaluate each selection procedure to assure that it is appropriate for operational use, including establishment of cutoff scores or rank ordering. Generally, if other factors remain the same, the greater the magnitude of the relationship

(e.g., correlation coefficient) between performance on a selection procedure and one or more criteria of performance on the job, and the greater the importance and number of aspects of job performance covered by the criteria, the more likely it is that the procedure will be appropriate for use. Reliance upon a selection procedure which is significantly related to a criterion measure, but which is based upon a study involving a large number of subjects and has a low correlation coefficient will be subject to close review if it has a large adverse impact. Sole reliance upon a single selection instrument which is related to only one of many job duties or aspects of job performance will also be subject to close review. The appropriateness of a selection procedure is best evaluated in each particular situation and there are no minimum correlation coefficients applicable to all employment situations. In determining whether a selection procedure is appropriate for operational use the following considerations should also be taken into account: The degree of adverse impact of the procedure, the availability of other selection procedures of greater or substantially equal validity.

(7) Overstatement of validity findings. Users should avoid reliance upon techniques which tend to overestimate validity findings as a result of capitalization on chance unless an appropriate safeguard is taken. Reliance upon a few selection procedures or criteria of successful job performance when many selection procedures or criteria of performance have been studied, or the use of optimal statistical weights for selection procedures computed in one sample, are techniques which tend to inflate validity estimates as a result of chance. Use of a large sample is one safeguard; cross-validation is another.

(8) Fairness. This section generally calls for studies of unfairness where technically feasible. The concept of fairness or unfairness of selection procedures is a developing concept. In addition, fairness studies generally require substantial numbers of employees in the job or group of jobs being studied. For these reasons, the Federal enforcement agencies recognize that the obligation to conduct studies of

fairness imposed by the guidelines generally will be upon users or groups of users with a large number of persons in a job class, or test developers; and that small users utilizing their own selection procedures will generally not be obligated to conduct such studies because it will be technically infeasible for them to do so.

(a) *Unfairness defined.* When members of one race, sex, or ethnic group characteristically obtain lower scores on a selection procedure than members of another group, and the differences in scores are not reflected in differences in a measure of job performance, use of the selection procedure may unfairly deny opportunities to members of the group that obtains the lower scores.

(b) *Investigation of fairness.* Where a selection procedure results in an adverse impact on a race, sex, or ethnic group identified in accordance with the classifications set forth in section 4 of this part and that group is a significant factor in the relevant labor market, the user generally should investigate the possible existence of unfairness for that group if it is technically feasible to do so. The greater the severity of the adverse impact on a group, the greater the need to investigate the possible existence of unfairness. Where the weight of evidence from other studies shows that the selection procedure predicts fairly for the group in question and for the same or similar jobs, such evidence may be relied on in connection with the selection procedure at issue.

(c) *General considerations in fairness investigations.* Users conducting a study of fairness should review the A.P.A. Standards regarding investigation of possible bias in testing. An investigation of fairness of a selection procedure depends on both evidence of validity and the manner in which the selection procedure is to be used in a particular employment context. Fairness of a selection procedure cannot necessarily be specified in advance without investigating these factors. Investigation of fairness of a selection procedure in samples where the range of scores on selection procedures or criterion measures is severely restricted for any subgroup sample (as com-

pared to other subgroup samples) may produce misleading evidence of unfairness. That factor should accordingly be taken into account in conducting such studies and before reliance is placed on the results.

(d) *When unfairness is shown.* If unfairness is demonstrated through a showing that members of a particular group perform better or poorer on the job than their scores on the selection procedure would indicate through comparison with how members of other groups perform, the user may either revise or replace the selection instrument in accordance with these guidelines, or may continue to use the selection instrument operationally with appropriate revisions in its use to assure compatibility between the probability of successful job performance and the probability of being selected.

(e) *Technical feasibility of fairness studies.* In addition to the general conditions needed for technical feasibility for the conduct of a criterion-related study (see section 16, below) an investigation of fairness requires the following:

(1) An adequate sample of persons in each group available for the study to achieve findings of statistical significance. Guidelines do not require a user to hire or promote persons on the basis of group classifications for the purpose of making it possible to conduct a study of fairness; but the user has the obligation otherwise to comply with these guidelines.

(2) The samples for each group should be comparable in terms of the actual job they perform, length of time on the job where time on the job is likely to affect performance, and other relevant factors likely to affect validity differences; or such factors should be included in the design of the study and their effects identified.

(f) *Continued use of selection procedures when fairness studies not feasible.* If a study of fairness should otherwise be performed, but is not technically feasible, a selection procedure may be used which has otherwise met the validity standards of these guidelines, unless the technical infeasibility resulted from discriminatory employment practices which are demonstrated by facts other than past failure to

conform with requirements for validation of selection procedures. However, when it becomes technically feasible for the user to perform a study of fairness and such a study is otherwise called for, the user should conduct the study of fairness.

C. *Technical standards for content validity studies.*—(1) *Appropriateness of content validity studies.* Users choosing to validate a selection procedure by a content validity strategy should determine whether it is appropriate to conduct such a study in the particular employment context. A selection procedure can be supported by a content validity strategy to the extent that it is a representative sample of the content of the job. Selection procedures which purport to measure knowledges, skills, or abilities may in certain circumstances be justified by content validity, although they may not be representative samples, if the knowledge, skill, or ability measured by the selection procedure can be operationally defined as provided in paragraph 14C(4) of this section, and if that knowledge, skill, or ability is a necessary prerequisite to successful job performance.

A selection procedure based upon inferences about mental processes cannot be supported solely or primarily on the basis of content validity. Thus, a content strategy is not appropriate for demonstrating the validity of selection procedures which purport to measure traits or constructs, such as intelligence, aptitude, personality, commonsense, judgment, leadership, and spatial ability. Content validity is also not an appropriate strategy when the selection procedure involves knowledges, skills, or abilities which an employee will be expected to learn on the job.

(2) *Job analysis for content validity.* There should be a job analysis which includes an analysis of the important work behavior(s) required for successful performance and their relative importance and, if the behavior results in work product(s), an analysis of the work product(s). Any job analysis should focus on the work behavior(s) and the tasks associated with them. If work behavior(s) are not observable, the job analysis should identify and

analyze those aspects of the behavior(s) that can be observed and the observed work products. The work behavior(s) selected for measurement should be critical work behavior(s) and/or important work behavior(s) constituting most of the job.

(3) *Development of selection procedures.* A selection procedure designed to measure the work behavior may be developed specifically from the job and job analysis in question, or may have been previously developed by the user, or by other users or by a test publisher.

(4) *Standards for demonstrating content validity.* To demonstrate the content validity of a selection procedure, a user should show that the behavior(s) demonstrated in the selection procedure are a representative sample of the behavior(s) of the job in question or that the selection procedure provides a representative sample of the work product of the job. In the case of a selection procedure measuring a knowledge, skill, or ability, the knowledge, skill, or ability being measured should be operationally defined. In the case of a selection procedure measuring a knowledge, the knowledge being measured should be operationally defined as that body of learned information which is used in and is a necessary prerequisite for observable aspects of work behavior of the job. In the case of skills or abilities, the skill or ability being measured should be operationally defined in terms of observable aspects of work behavior of the job. For any selection procedure measuring a knowledge, skill, or ability the user should show that (a) the selection procedure measures and is a representative sample of that knowledge, skill, or ability; and (b) that knowledge, skill, or ability is used in and is a necessary prerequisite to performance of critical or important work behavior(s). In addition, to be content valid, a selection procedure measuring a skill or ability should either closely approximate an observable work behavior, or its product should closely approximate an observable work product. If a test purports to sample a work behavior or to provide a sample of a work product, the manner and setting of the selection procedure and

its level and complexity should closely approximate the work situation. The closer the content and the context of the selection procedure are to work samples or work behaviors, the stronger is the basis for showing content validity. As the content of the selection procedure less resembles a work behavior, or the setting and manner of the administration of the selection procedure less resemble the work situation, or the result less resembles a work product, the less likely the selection procedure is to be content valid, and the greater the need for other evidence of validity.

(5) *Reliability.* The reliability of selection procedures justified on the basis of content validity should be a matter of concern to the user. Whenever it is feasible, appropriate statistical estimates should be made of the reliability of the selection procedure.

(6) *Prior training or experience.* A requirement for or evaluation of specific prior training or experience based on content validity, including a specification of level or amount of training or experience, should be justified on the basis of the relationship between the content of the training or experience and the content of the job for which the training or experience is to be required or evaluated. The critical consideration is the resemblance between the specific behaviors, products, knowledges, skills, or abilities in the experience or training and the specific behaviors, products, knowledges, skills, or abilities required on the job, whether or not there is close resemblance between the experience or training as a whole and the job as a whole.

(7) *Content validity of training success.* Where a measure of success in a training program is used as a selection procedure and the content of a training program is justified on the basis of content validity, the use should be justified on the relationship between the content of the training program and the content of the job.

(8) *Operational use.* A selection procedure which is supported on the basis of content validity may be used for a job if it represents a critical work behavior (i.e., a behavior which is necessary for performance of the job) or

work behaviors which constitute most of the important parts of the job.

(9) *Ranking based on content validity studies.* If a user can show, by a job analysis or otherwise, that a higher score on a content valid selection procedure is likely to result in better job performance, the results may be used to rank persons who score above minimum levels. Where a selection procedure supported solely or primarily by content validity is used to rank job candidates, the selection procedure should measure those aspects of performance which differentiate among levels of job performance.

D. *Technical standards for construct validity studies*—(1) *Appropriateness of construct validity studies.* Construct validity is a more complex strategy than either criterion-related or content validity. Construct validation is a relatively new and developing procedure in the employment field, and there is at present a lack of substantial literature extending the concept to employment practices. The user should be aware that the effort to obtain sufficient empirical support for construct validity is both an extensive and arduous effort involving a series of research studies, which include criterion related validity studies and which may include content validity studies. Users choosing to justify use of a selection procedure by this strategy should therefore take particular care to assure that the validity study meets the standards set forth below.

(2) *Job analysis for construct validity studies.* There should be a job analysis. This job analysis should show the work behavior(s) required for successful performance of the job, or the groups of jobs being studied, the critical or important work behavior(s) in the job or group of jobs being studied, and an identification of the construct(s) believed to underlie successful performance of these critical or important work behaviors in the job or jobs in question. Each construct should be named and defined, so as to distinguish it from other constructs. If a group of jobs is being studied the jobs should have in common one or more critical or important work behaviors at a comparable level of complexity.

(3) *Relationship to the job.* A selection procedure should then be identified or developed which measures the construct identified in accord with subparagraph (2) of this section. The user should show by empirical evidence that the selection procedure is validly related to the construct and that the construct is validly related to the performance of critical or important work behavior(s). The relationship between the construct as measured by the selection procedure and the related work behavior(s) should be supported by empirical evidence from one or more criterion-related studies involving the job or jobs in question which satisfy the provisions of paragraph 14B of this section.

(4) *Use of construct validity study without new criterion-related evidence*—(a) *Standards for use.* Until such time as professional literature provides more guidance on the use of construct validity in employment situations, the Federal agencies will accept a claim of construct validity without a criterion-related study which satisfies paragraph 14B of this section only when the selection procedure has been used elsewhere in a situation in which a criterion-related study has been conducted and the use of a criterion-related validity study in this context meets the standards for transportability of criterion-related validity studies as set forth above in section 7. However, if a study pertains to a number of jobs having common critical or important work behaviors at a comparable level of complexity, and the evidence satisfies subparagraphs 14B (2) and (3) of this section for those jobs with criterion-related validity evidence for those jobs, the selection procedure may be used for all the jobs to which the study pertains. If construct validity is to be generalized to other jobs or groups of jobs not in the group studied, the Federal enforcement agencies will expect at a minimum additional empirical research evidence meeting the standards of subparagraphs section 14B (2) and (3) of this section for the additional jobs or groups of jobs.

(b) *Determination of common work behaviors.* In determining whether two or more jobs have one or more

work behavior(s) in common, the user should compare the observed work behavior(s) in each of the jobs and should compare the observed work product(s) in each of the jobs. If neither the observed work behavior(s) in each of the jobs nor the observed work product(s) in each of the jobs are the same, the Federal enforcement agencies will presume that the work behavior(s) in each job are different. If the work behaviors are not observable, then evidence of similarity of work products and any other relevant research evidence will be considered in determining whether the work behavior(s) in the two jobs are the same.

DOCUMENTATION OF IMPACT AND VALIDITY EVIDENCE

§ 60-3.15 Documentation of impact and validity evidence.

A. *Required information.* Users of selection procedures other than those users complying with section 15A(1) of this section should maintain and have available for each job information on adverse impact of the selection process for that job and, where it is determined a selection process has an adverse impact, evidence of validity as set forth below.

(1) *Simplified recordkeeping for users with less than 100 employees.* In order to minimize recordkeeping burdens on employers who employ one hundred (100) or fewer employees, and other users not required to file EEO-1, et seq., reports, such users may satisfy the requirements of this section 15 if they maintain and have available records showing, for each year:

(a) The number of persons hired, promoted, and terminated for each job, by sex, and where appropriate by race and national origin;

(b) The number of applicants for hire and promotion by sex and where appropriate by race and national origin; and

(c) The selection procedures utilized (either standardized or not standardized).

These records should be maintained for each race or national origin group (see section 4 of this part) constituting

more than two percent (2%) of the labor force in the relevant labor area. However, it is not necessary to maintain records by race and/or national origin (see section 4 of this part) if one race or national origin group in the relevant labor area constitutes more than ninety-eight percent (98%) of the labor force in the area. If the user has reason to believe that a selection procedure has an adverse impact, the user should maintain any available evidence of validity for that procedure (see sections 7A and 8).

(2) *Information on impact*—(a) *Collection of information on impact*. Users of selection procedures other than those complying with section 15A(1) of this part should maintain and have available for each job records or other information showing whether the total selection process for that job has an adverse impact on any of the groups for which records are called for by section 4B of this part. Adverse impact determinations should be made at least annually for each such group which constitutes at least 2 percent of the labor force in the relevant labor area or 2 percent of the applicable workforce. Where a total selection process for a job has an adverse impact, the user should maintain and have available records or other information showing which components have an adverse impact. Where the total selection process for a job does not have an adverse impact, information need not be maintained for individual components except in circumstances set forth in subsection 15A(2)(b) of this section. If the determination of adverse impact is made using a procedure other than the "four-fifths rule," as defined in the first sentence of section 4D of this part, a justification, consistent with section 4D of this part, for the procedure used to determine adverse impact should be available.

(b) *When adverse impact has been eliminated in the total selection process*. Whenever the total selection process for a particular job has had an adverse impact, as defined in section 4 of this part, in any year, but no longer has an adverse impact, the user should maintain and have available the information on individual components of

the selection process required in the preceding paragraph for the period in which there was adverse impact. In addition, the user should continue to collect such information for at least two (2) years after the adverse impact has been eliminated.

(c) *When data insufficient to determine impact*. Where there has been an insufficient number of selections to determine whether there is an adverse impact of the total selection process for a particular job, the user should continue to collect, maintain and have available the information on individual components of the selection process required in paragraph 15(A)(2)(a) of this part until the information is sufficient to determine that the overall selection process does not have an adverse impact as defined in section 4 of this part, or until the job has changed substantially.

(3) *Documentation of validity evidence*—(a) *Types of evidence*. Where a total selection process has an adverse impact (see section 4 of this part) the user should maintain and have available for each component of that process which has an adverse impact, one or more of the following types of documentation evidence:

(i) Documentation evidence showing criterion-related validity of the selection procedure (see section 15B, of this section).

(ii) Documentation evidence showing content validity of the selection procedure (see section 15C, of this section).

(iii) Documentation evidence showing construct validity of the selection procedure (see section 15D, of this section).

(iv) Documentation evidence from other studies showing validity of the selection procedure in the user's facility (see section 15E, of this section).

(v) Documentation evidence showing why a validity study cannot or need not be performed and why continued use of the procedure is consistent with Federal law.

(b) *Form of report*. This evidence should be compiled in a reasonably complete and organized manner to permit direct evaluation of the validity of the selection procedure. Previously written employer or consultant reports of validity, or reports describing

validity studies completed before the issuance of these guidelines are acceptable if they are complete in regard to the documentation requirements contained in this section, or if they satisfied requirements of guidelines which were in effect when the validity study was completed. If they are not complete, the required additional documentation should be appended. If necessary information is not available the report of the validity study may still be used as documentation, but its adequacy will be evaluated in terms of compliance with the requirements of these guidelines.

(c) *Completeness*. In the event that evidence of validity is reviewed by an enforcement agency, the validation reports completed after the effective date of these guidelines are expected to contain the information set forth below. Evidence denoted by use of the word "(Essential)" is considered critical. If information denoted essential is not included, the report will be considered incomplete unless the user affirmatively demonstrates either its unavailability due to circumstances beyond the user's control or special circumstances of the user's study which make the information irrelevant. Evidence not so denoted is desirable but its absence will not be a basis for considering a report incomplete. The user should maintain and have available the information called for under the heading "Source Data" in sections 15B(11) and 15D(11). While it is a necessary part of the study, it need not be submitted with the report. All statistical results should be organized and presented in tabular or graphic form to the extent feasible.

B. *Criterion-related validity studies*. Reports of criterion-related validity for a selection procedure should include the following information:

(1) *User(s), location(s), and date(s) of study*. Dates and location(s) of the job analysis or review of job information, the date(s) and location(s) of the administration of the selection procedures and collection of criterion data, and the time between collection of data on selection procedures and criterion measures should be provided (Essential). If the study was conducted at several locations, the address of each

location, including city and State, should be shown.

(2) *Problem and setting*. An explicit definition of the purpose(s) of the study and the circumstances in which the study was conducted should be provided. A description of existing selection procedures and cutoff scores, if any, should be provided.

(3) *Job analysis or review of job information*. A description of the procedure used to analyze the job or group of jobs, or to review the job information should be provided (Essential). Where a review of job information results in criteria which may be used without a full job analysis (see section 14B(3)), the basis for the selection of these criteria should be reported (Essential). Where a job analysis is required a complete description of the work behavior(s) or work outcome(s), and measures of their criticality or importance should be provided (Essential). The report should describe the basis on which the behavior(s) or outcome(s) were determined to be critical or important, such as the proportion of time spent on the respective behaviors, their level of difficulty, their frequency of performance, the consequences of error, or other appropriate factors (Essential). Where two or more jobs are grouped for a validity study, the information called for in this subsection should be provided for each of the jobs, and the justification for the grouping (see section 14B(1)) should be provided (essential).

(4) *Job titles and codes*. It is desirable to provide the user's job title(s) for the job(s) in question and the corresponding job title(s) and code(s) from U.S. Employment Service's Dictionary of Occupational Titles.

(5) *Criterion measures*. The bases for the selection of the criterion measures should be provided, together with references to the evidence considered in making the selection of criterion measures (essential). A full description of all criteria on which data were collected and means by which they were observed, recorded, evaluated, and quantified, should be provided (essential). If rating techniques are used as criterion measures, the appraisal form(s) and instructions to the rater(s) should be included as part of

the validation evidence, or should be explicitly described and available (essential). All steps taken to insure that criterion measures are free from factors which would unfairly alter the scores of members of any group should be described (essential).

(6) *Sample description.* A description of how the research sample was identified and selected should be included (essential). The race, sex, and ethnic composition of the sample, including those groups set forth in section 4A of this part, should be described (essential). This description should include the size of each subgroup (essential). A description of how the research sample compares with the relevant labor market or work force, the method by which the relevant labor market or work force was defined, and a discussion of the likely effects on validity of differences between the sample and the relevant labor market or work force, are also desirable. Descriptions of educational levels, length of service, and age are also desirable.

(7) *Description of selection procedures.* Any measure, combination of measures, or procedure studied should be completely and explicitly described or attached (essential). If commercially available selection procedures are studied, they should be described by title, form, and publisher (essential). Reports of reliability estimates and how they were established are desirable.

(8) *Techniques and results.* Methods used in analyzing data should be described (essential). Measures of central tendency (e.g., means) and measures of dispersion (e.g., standard deviations and ranges) for all selection procedures and all criteria should be reported for each race, sex, and ethnic group which constitutes a significant factor in the relevant labor market (essential). The magnitude and direction of all relationships between selection procedures and criterion measures investigated should be reported for each relevant race, sex, and ethnic group and for the total group (essential). Where groups are too small to obtain reliable evidence of the magnitude of the relationship, need not be reported separately. Statements regarding the statistical significance of results

should be made (essential). Any statistical adjustments, such as for less than perfect reliability or for restriction of score range in the selection procedure or criterion should be described and explained; and uncorrected correlation coefficients should also be shown (essential). Where the statistical technique categorizes continuous data, such as biserial correlation and the phi coefficient, the categories and the bases on which they were determined should be described and explained (essential). Studies of test fairness should be included where called for by the requirements of section 14B(8) (essential). These studies should include the rationale by which a selection procedure was determined to be fair to the group(s) in question. Where test fairness or unfairness has been demonstrated on the basis of other studies, a bibliography of the relevant studies should be included (essential). If the bibliography includes unpublished studies, copies of these studies, or adequate abstracts or summaries, should be attached (essential). Where revisions have been made in a selection procedure to assure comparability between successful job performance and the probability of being selected, the studies underlying such revisions should be included (essential). All statistical results should be organized and presented by relevant race, sex, and ethnic group (essential).

(9) *Alternative procedures investigated.* The selection procedures investigated and available evidence of their impact should be identified (essential). The scope, method, and findings of the investigation, and the conclusions reached in light of the findings, should be fully described (essential).

(10) *Uses and applications.* The methods considered for use of the selection procedure (e.g., as a screening device with a cutoff score, for grouping or ranking, or combined with other procedures in a battery) and available evidence of their impact should be described (essential). This description should include the rationale for choosing the method for operational use, and the evidence of the validity and utility of the procedure as it is to be used (essential). The purpose for which the procedure is to be used (e.g.,

hiring, transfer, promotion) should be described (essential). If weights are assigned to different parts of the selection procedure, these weights and the validity of the weighted composite should be reported (essential). If the selection procedure is used with a cutoff score, the user should describe the way in which normal expectations of proficiency within the work force were determined and the way in which the cutoff score was determined (essential).

(11) *Source data.* Each user should maintain records showing all pertinent information about individual sample members and raters where they are used, in studies involving the validation of selection procedures. These records should be made available upon request of a compliance agency. In the case of individual sample members these data should include scores on the selection procedure(s), scores on criterion measures, age, sex, race, or ethnic group status, and experience on the specific job on which the validation study was conducted, and may also include such things as education, training, and prior job experience, but should not include names and social security numbers. Records should be maintained which show the ratings given to each sample member by each rater.

(12) *Contact person.* The name, mailing address, and telephone number of the person who may be contacted for further information about the validity study should be provided (essential).

(13) *Accuracy and completeness.* The report should describe the steps taken to assure the accuracy and completeness of the collection, analysis, and report of data and results.

C. *Content validity studies.* Reports of content validity for a selection procedure should include the following information:

(1) *User(s), location(s) and date(s) of study.* Dates and location(s) of the job analysis should be shown (essential).

(2) *Problem and setting.* An explicit definition of the purpose(s) of the study and the circumstances in which the study was conducted should be provided. A description of existing selection procedures and cutoff scores, if any, should be provided.

(3) *Job analysis—Content of the job.* A description of the method used to analyze the job should be provided (essential). The work behavior(s), the associated tasks, and, if the behavior results in a work product, the work products should be completely described (essential). Measures of criticality and/or importance of the work behavior(s) and the method of determining these measures should be provided (essential). Where the job analysis also identified the knowledges, skills, and abilities used in work behavior(s), an operational definition for each knowledge in terms of a body of learned information and for each skill and ability in terms of observable behaviors and outcomes, and the relationship between each knowledge, skill, or ability and each work behavior, as well as the method used to determine this relationship, should be provided (essential). The work situation should be described, including the setting in which work behavior(s) are performed, and where appropriate, the manner in which knowledges, skills, or abilities are used, and the complexity and difficulty of the knowledge, skill, or ability as used in the work behavior(s).

(4) *Selection procedure and its content.* Selection procedures, including those constructed by or for the user, specific training requirements, composites of selection procedures, and any other procedure supported by content validity, should be completely and explicitly described or attached (essential). If commercially available selection procedures are used, they should be described by title, form, and publisher (essential). The behaviors measured or sampled by the selection procedure should be explicitly described (essential). Where the selection procedure purports to measure a knowledge, skill, or ability, evidence that the selection procedure measures and is a representative sample of the knowledge, skill, or ability should be provided (essential).

(5) *Relationship between the selection procedure and the job.* The evidence demonstrating that the selection procedure is a representative work sample, a representative sample of the work behavior(s), or a repre-

sentative sample of a knowledge, skill, or ability as used as a part of a work behavior and necessary for that behavior should be provided (essential). The user should identify the work behavior(s) which each item or part of the selection procedure is intended to sample or measure (essential). Where the selection procedure purports to sample a work behavior or to provide a sample of a work product, a comparison should be provided of the manner, setting, and the level of complexity of the selection procedure with those of the work situation (essential). If any steps were taken to reduce adverse impact on a race, sex, or ethnic group in the content of the procedure or in its administration, these steps should be described. Establishment of time limits, if any, and how these limits are related to the speed with which duties must be performed on the job, should be explained. Measures of central tendency (e.g., means) and measures of dispersion (e.g., standard deviations) and estimates of reliability should be reported for all selection procedures if available. Such reports should be made for relevant race, sex, and ethnic subgroups, at least on a statistically reliable sample basis.

(6) *Alternative procedures investigated.* The alternative selection procedures investigated and available evidence of their impact should be identified (essential). The scope, method, and findings of the investigation, and the conclusions reached in light of the findings, should be fully described (essential).

(7) *Uses and applications.* The methods considered for use of the selection procedure (e.g., as a screening device with a cutoff score, for grouping or ranking, or combined with other procedures in a battery) and available evidence of their impact should be described (essential). This description should include the rationale for choosing the method for operational use, and the evidence of the validity and utility of the procedure as it is to be used (essential). The purpose for which the procedure is to be used (e.g., hiring, transfer, promotion) should be described (essential). If the selection procedure is used with a cutoff score, the user should describe the way in

which normal expectations of proficiency within the work force were determined and the way in which the cutoff score was determined (essential). In addition, if the selection procedure is to be used for ranking, the user should specify the evidence showing that a higher score on the selection procedure is likely to result in better job performance.

(8) *Contact person.* The name, mailing address, and telephone number of the person who may be contacted for further information about the validity study should be provided (essential).

(9) *Accuracy and completeness.* The report should describe the steps taken to assure the accuracy and completeness of the collection, analysis, and report of data and results.

D. *Construct validity studies.* Reports of construct validity for a selection procedure should include the following information:

(1) *User(s), location(s), and date(s) of study.* Date(s) and location(s) of the job analysis and the gathering of other evidence called for by these guidelines should be provided (essential).

(2) *Problem and setting.* An explicit definition of the purpose(s) of the study and the circumstances in which the study was conducted should be provided. A description of existing selection procedures and cutoff scores, if any, should be provided.

(3) *Construct definition.* A clear definition of the construct(s) which are believed to underlie successful performance of the critical or important work behavior(s) should be provided (essential). This definition should include the levels of construct performance relevant to the job(s) for which the selection procedure is to be used (essential). There should be a summary of the position of the construct in the psychological literature, or in the absence of such a position, a description of the way in which the definition and measurement of the construct was developed and the psychological theory underlying it (essential). Any quantitative data which identify or define the job constructs, such as factor analyses, should be provided (essential).

(4) *Job analysis.* A description of the method used to analyze the job should be provided (essential). A complete description of the work behavior(s) and, to the extent appropriate, work outcomes and measures of their criticality and/or importance should be provided (essential). The report should also describe the basis on which the behavior(s) or outcomes were determined to be important, such as their level of difficulty, their frequency of performance, the consequences of error or other appropriate factors (essential). Where jobs are grouped or compared for the purposes of generalizing validity evidence, the work behavior(s) and work product(s) for each of the jobs should be described, and conclusions concerning the similarity of the jobs in terms of observable work behaviors or work products should be made (essential).

(5) *Job titles and codes.* It is desirable to provide the selection procedure user's job title(s) for the job(s) in question and the corresponding job title(s) and code(s) from the United States Employment Service's dictionary of occupational titles.

(6) *Selection procedure.* The selection procedure used as a measure of the construct should be completely and explicitly described or attached (essential). If commercially available selection procedures are used, they should be identified by title, form and publisher (essential). The research evidence of the relationship between the selection procedure and the construct, such as factor structure, should be included (essential). Measures of central tendency, variability and reliability of the selection procedure should be provided (essential). Whenever feasible, these measures should be provided separately for each relevant race, sex and ethnic group.

(7) *Relationship to job performance.* The criterion-related study(ies) and other empirical evidence of the relationship between the construct measured by the selection procedure and the related work behavior(s) for the job or jobs in question should be provided (essential). Documentation of the criterion-related study(ies) should satisfy the provisions of paragraph 15B of this section or paragraph

15E(1) of this section, except for studies conducted prior to the effective date of these guidelines (essential). Where a study pertains to a group of jobs, and, on the basis of the study, validity is asserted for a job in the group, the observed work behaviors and the observed work products for each of the jobs should be described (essential). Any other evidence used in determining whether the work behavior(s) in each of the jobs is the same should be fully described (essential).

(8) *Alternative procedures investigated.* The alternative selection procedures investigated and available evidence of their impact should be identified (essential). The scope, method, and findings of the investigation, and the conclusions reached in light of the findings should be fully described (essential).

(9) *Uses and applications.* The methods considered for use of the selection procedure (e.g., as a screening device with a cutoff score, for grouping or ranking, or combined with other procedures in a battery) and available evidence of their impact should be described (essential). This description should include the rationale for choosing the method for operational use, and the evidence of the validity and utility of the procedure as it is to be used (essential). The purpose for which the procedure is to be used (e.g., hiring, transfer, promotion) should be described (essential). If weights are assigned to different parts of the selection procedure, these weights and the validity of the weighted composite should be reported (essential). If the selection procedure is used with a cutoff score, the user should describe the way in which normal expectations of proficiency within the work force were determined and the way in which the cutoff score was determined (essential).

(10) *Accuracy and completeness.* The report should describe the steps taken to assure the accuracy and completeness of the collection, analysis, and report of data and results.

(11) *Source data.* Each user should maintain records showing all pertinent information relating to its study of construct validity.

(12) *Contact person.* The name, mailing address, and telephone number of the individual who may be contacted for further information about the validity study should be provided (essential).

E. Evidence of validity from other studies. When validity of a selection procedure is supported by studies not done by the user, the evidence from the original study or studies should be compiled in a manner similar to that required in the appropriate paragraph of this section 15 above. In addition, the following evidence should be supplied:

(1) *Evidence from criterion-related validity studies—*a. *Job information.* A description of the important job behavior(s) of the user's job and the basis on which the behaviors were determined to be important should be provided (essential). A full description of the basis for determining that these important work behaviors are the same as those of the job in the original study (or studies) should be provided (essential).

b. *Relevance of criteria.* A full description of the basis on which the criteria used in the original studies are determined to be relevant for the user should be provided (essential).

c. *Other variables.* The similarity of important applicant pool or sample characteristics reported in the original studies to those of the user should be described (essential). A description of the comparison between the race, sex and ethnic composition of the user's relevant labor market and the sample in the original validity studies should be provided (essential).

d. *Use of the selection procedure.* A full description should be provided showing that the use to be made of the selection procedure is consistent with the findings of the original validity studies (essential).

e. *Bibliography.* A bibliography of reports of validity of the selection procedure for the job or jobs in question should be provided (essential). Where any of the studies included an investigation of test fairness, the results of this investigation should be provided (essential). Copies of reports published in journals that are not commonly available should be described in detail

or attached (essential). Where a user is relying upon unpublished studies, a reasonable effort should be made to obtain these studies. If these unpublished studies are the sole source of validity evidence they should be described in detail or attached (essential). If these studies are not available, the name and address of the source, an adequate abstract or summary of the validity study and data, and a contact person in the source organization should be provided (essential).

(2) *Evidence from content validity studies.* See sections 14C(3) and section 15C of this section.

(3) *Evidence from construct validity studies.* See sections 14D(2) and 15D of this section.

F. Evidence of validity from cooperative studies. Where a selection procedure has been validated through a cooperative study, evidence that the study satisfies the requirements of sections 7, 8 and 15E should be provided (essential).

G. Selection for higher level job. If a selection procedure is used to evaluate candidates for jobs at a higher level than those for which they will initially be employed, the validity evidence should satisfy the documentation provisions of this section 15 for the higher level job or jobs, and in addition, the user should provide: (1) a description of the job progression structure, formal or informal; (2) the data showing how many employees progress to the higher level job and the length of time needed to make this progression; and (3) an identification of any anticipated changes in the higher level job. In addition, if the test measures a knowledge, skill or ability, the user should provide evidence that the knowledge, skill or ability is required for the higher level job and the basis for the conclusion that the knowledge, skill or ability is not expected to develop from the training or experience on the job.

H. Interim use of selection procedures. If a selection procedure is being used on an interim basis because the procedure is not fully supported by the required evidence of validity, the user should maintain and have available (1) substantial evidence of validity for the procedure, and (2) a report

showing the date on which the study to gather the additional evidence commenced, the estimated completion date of the study, and a description of the data to be collected (essential).

DEFINITIONS

§ 60-3.16 Definitions.

The following definitions shall apply throughout these guidelines:

A. Ability. A present competence to perform an observable behavior or a behavior which results in an observable product.

B. Adverse impact. A substantially different rate of selection in hiring, promotion, or other employment decision which works to the disadvantage of members of a race, sex, or ethnic group. See section 4 of these guidelines.

C. Compliance with these guidelines. Use of a selection procedure is in compliance with these guidelines if such use has been validated in accord with these guidelines (as defined below), or if such use does not result in adverse impact on any race, sex, or ethnic group (see section 4, of this part), or, in unusual circumstances, if use of the procedure is otherwise justified in accord with Federal law. See section 6B, of this part.

D. Content validity. Demonstrated by data showing that the content of a selection procedure is representative of important aspects of performance on the job. See section 5B and section 14C.

E. Construct validity. Demonstrated by data showing that the selection procedure measures the degree to which candidates have identifiable characteristics which have been determined to be important for successful job performance. See section 5B and section 14D.

F. Criterion-related validity. Demonstrated by empirical data showing that the selection procedure is predictive of or significantly correlated with important elements of work behavior. See sections 5B and 14B.

G. Employer. Any employer subject to the provisions of the Civil Rights Act of 1964, as amended, including State or local governments and any Federal agency subject to the provi-

sions of section 717 of the Civil Rights Act of 1964, as amended, and any Federal contractor or subcontractor or federally assisted construction contractor or subcontractor covered by Executive Order 11246, as amended.

H. Employment agency. Any employment agency subject to the provisions of the Civil Rights Act of 1964, as amended.

I. Enforcement action. For the purposes of section 4 a proceeding by a Federal enforcement agency such as a lawsuit or an administrative proceeding leading to debarment from or withholding, suspension, or termination of Federal Government contracts or the suspension or withholding of Federal Government funds; but not a finding of reasonable cause or a conciliation process or the issuance of right to sue letters under title VII or under Executive Order 11246 where such finding, conciliation, or issuance of notice of right to sue is based upon an individual complaint.

J. Enforcement agency. Any agency of the executive branch of the Federal Government which adopts these guidelines for purposes of the enforcement of the equal employment opportunity laws or which has responsibility for securing compliance with them.

K. Job analysis. A detailed statement of work behaviors and other information relevant to the job.

L. Job description. A general statement of job duties and responsibilities.

M. Knowledge. A body of information applied directly to the performance of a function.

N. Labor organization. Any labor organization subject to the provisions of the Civil Rights Act of 1964, as amended, and any committee subject thereto controlling apprenticeship or other training.

O. Observable. Able to be seen, heard, or otherwise perceived by a person other than the person performing the action.

P. Race, sex, or ethnic group. Any group of persons identifiable on the grounds of race, color, religion, sex, or national origin.

Q. Selection procedure. Any measure, combination of measures, or procedure used as a basis for any employment decision. Selection procedures in-

clude the full range of assessment techniques from traditional paper and pencil tests, performance tests, training programs, or probationary periods and physical, educational, and work experience requirements through informal or casual interviews and unscored application forms.

R. Selection rate. The proportion of applicants or candidates who are hired, promoted, or otherwise selected.

S. Should. The term "should" as used in these guidelines is intended to connote action which is necessary to achieve compliance with the guidelines, while recognizing that there are circumstances where alternative courses of action are open to users.

T. Skill. A present, observable competence to perform a learned psychomotor act.

U. Technical feasibility. The existence of conditions permitting the conduct of meaningful criterion-related validity studies. These conditions include: (1) An adequate sample of persons available for the study to achieve findings of statistical significance; (2) having or being able to obtain a sufficient range of scores on the selection procedure and job performance measures to produce validity results which can be expected to be representative of the results if the ranges normally expected were utilized; and (3) having or being able to devise unbiased, reliable and relevant measures of job performance or other criteria of employee adequacy. See section 14B(2). With respect to investigation of possible unfairness, the same considerations are applicable to each group for which the study is made. See section 14B(8).

V. Unfairness of selection procedure. A condition in which members of one race, sex, or ethnic group characteristically obtain lower scores on a selection procedure than members of another group, and the differences are not reflected in differences in measures of job performance. See section 14B(7).

W. User. Any employer, labor organization, employment agency, or licensing or certification board, to the extent it may be covered by Federal equal employment opportunity law, which uses a selection procedure as a basis for any employment decision.

Whenever an employer, labor organization, or employment agency is required by law to restrict recruitment for any occupation to those applicants who have met licensing or certification requirements, the licensing or certifying authority to the extent it may be covered by Federal equal employment opportunity law will be considered the user with respect to those licensing or certification requirements. Whenever a State employment agency or service does no more than administer or monitor a procedure as permitted by Department of Labor regulations, and does so without making referrals or taking any other action on the basis of the results, the State employment agency will not be deemed to be a user.

X. Validated in accord with these guidelines or properly validated. A demonstration that one or more validity study or studies meeting the standards of these guidelines has been conducted, including investigation and, where appropriate, use of suitable alternative selection procedures as contemplated by section 3B, and has produced evidence of validity sufficient to warrant use of the procedure for the intended purpose under the standards of these guidelines.

Y. Work behavior. An activity performed to achieve the objectives of the job. Work behaviors involve observable (physical) components and unobservable (mental) components. A work behavior consists of the performance of one or more tasks. Knowledge, skills, and abilities are not behaviors, although they may be applied in work behaviors.

APPENDIX

§ 60-3.17 Policy statement on affirmative action (see section 13B).

The Equal Employment Opportunity Coordinating Council was established by act of Congress in 1972, and charged with responsibility for developing and implementing agreements and policies designed, among other things, to eliminate conflict and inconsistency among the agencies of the Federal Government responsible for administering Federal law prohibiting discrimination on grounds of race, color, sex, religion, and national

origin. This statement is issued as an initial response to the requests of a number of State and local officials for clarification of the Government's policies concerning the role of affirmative action in the overall equal employment opportunity program. While the Coordinating Council's adoption of this statement expresses only the views of the signatory agencies concerning this important subject, the principles set forth below should serve as policy guidance for other Federal agencies as well.

(1) Equal employment opportunity is the law of the land. In the public sector of our society this means that all persons, regardless of race, color, religion, sex, or national origin shall have equal access to positions in the public service limited only by their ability to do the job. There is ample evidence in all sectors of our society that such equal access frequently has been denied to members of certain groups because of their sex, racial, or ethnic characteristics. The remedy for such past and present discrimination is twofold.

On the one hand, vigorous enforcement of the laws against discrimination is essential. But equally, and perhaps even more important are affirmative, voluntary efforts on the part of public employers to assure that positions in the public service are genuinely and equally accessible to qualified persons, without regard to their sex, racial, or ethnic characteristics. Without such efforts equal employment opportunity is no more than a wish. The importance of voluntary affirmative action on the part of employers is underscored by title VII of the Civil Rights Act of 1964, Executive Order 11246, and related laws and regulations—all of which emphasize voluntary action to achieve equal employment opportunity.

As with most management objectives, a systematic plan based on sound organizational analysis and problem identification is crucial to the accomplishment of affirmative action objectives. For this reason, the Council urges all State and local governments to develop and implement results oriented affirmative action plans which deal with the problems so identified.

The following paragraphs are intended to assist State and local governments by illustrating the kinds of analyses and activities which may be appropriate for a public employer's voluntary affirmative action plan. This statement does not address remedies imposed after a finding of unlawful discrimination.

(2) Voluntary affirmative action to assure equal employment opportunity is appropriate at any stage of the employment process. The first step in the construction of any affirmative action plan should be an analysis of the employer's work force to determine whether percentages of sex, race, or ethnic groups in individual job classifications are substantially similar to the percentages of those groups available in the relevant job market who possess the basic job-related qualifications.

When substantial disparities are found through such analyses, each element of the overall selection process should be examined to determine which elements operate to exclude persons on the basis of sex, race, or ethnic group. Such elements include, but are not limited to, recruitment, testing, ranking certification, interview, recommendations for selection, hiring, promotion, etc. The examination of each element of the selection process should at a minimum include a determination of its validity in predicting job performance.

(3) When an employer has reason to believe that its selection procedures have the exclusionary effect described in paragraph 2 of this section, it should initiate affirmative steps to remedy the situation. Such steps, which in design and execution may be race, color, sex, or ethnic "conscious," include, but are not limited to, the following:

(a) The establishment of a long-term goal, and short-range, interim goals and timetables for the specific job classifications, all of which should take into account the availability of basically qualified persons in the relevant job market;

(b) A recruitment program designed to attract qualified members of the group in question;

(c) A systematic effort to organize work and redesign jobs in ways that

provide opportunities for persons lacking "journeyman" level knowledge or skills to enter and, with appropriate training, to progress in a career field;

(d) Revamping selection instruments or procedures which have not yet been validated in order to reduce or eliminate exclusionary effects on particular groups in particular job classifications;

(e) The initiation of measures designed to assure that members of the affected group who are qualified to perform the job are included within the pool of persons from which the selecting official makes the selection;

(f) A systematic effort to provide career advancement training, both classroom and on-the-job, to employees locked into dead end jobs; and

(g) The establishment of a system for regularly monitoring the effectiveness of the particular affirmative action program, and procedures for making timely adjustments in this program where effectiveness is not demonstrated.

(4) The goal of any affirmative action plan should be achievement of genuine equal employment opportunity for all qualified persons. Selection under such plans should be based upon the ability of the applicant(s) to do the work. Such plans should not require the selection of the unqualified, or the unneeded, nor should they require the selection of persons on the basis of race, color, sex, religion, or national origin. Moreover, while the Council believes that this statement should serve to assist State and local employers, as well as Federal agencies, it recognizes that affirmative action cannot be viewed as a standardized program which must be accomplished in the same way at all times in all places.

Accordingly, the Council has not attempted to set forth here either the minimum or maximum voluntary steps that employers may take to deal with their respective situations. Rather, the Council recognizes that under applicable authorities, State and local employers have flexibility to formulate affirmative action plans that are best suited to their particular situations. In this manner, the Council believes that affirmative action pro-

grams will best serve the goal of equal employment opportunity.

Respectfully submitted,

Harold R. Tyler, Jr.,
Deputy Attorney General and Chairman of
the Equal Employment Coordinating
Council.

Michael H. Moskow,
Under Secretary of Labor.

Ethel Bent Walsh,
Acting Chairman, Equal Employment Op-
portunity Commission.

Robert E. Hampton,
Chairman, Civil Service Commission.

Arthur E. Flemming,
Chairman, Commission on Civil Rights.

Because of its equal employment opportunity responsibilities under the State and Local Government Fiscal Assistance Act of 1972 (the revenue sharing act), the Department of Treasury was invited to participate in the formulation of this policy statement; and it concurs and joins in the adoption of this policy statement.

Done this 26th day of August 1976.

Richard Albrecht,
General Counsel,
Department of the Treasury.

§ 60-3.18 Citations.

The official title of these guidelines is "Uniform Guidelines on Employee Selection Procedures (1978)". The Uniform Guidelines on Employee Selection Procedures (1978) are intended to establish a uniform Federal position in the area of prohibiting discrimination in employment practices on grounds of race, color, religion, sex, or national origin. These guidelines have been adopted by the Equal Employment Opportunity Commission, the Department of Labor, the Department of Justice, and the Civil Service Commission.

The official citation is:

"Section 60-3, Uniform Guidelines on Employee Selection Procedure (1978); 43 FR 38295 (August 25, 1978)."

The short form citation is:

"Section 60-3, U.G.E.S.P. (1978); 43 FR 38295 (August 25, 1978)."

When the guidelines are cited in connection with the activities of one of the issuing agencies, a specific citation to the regulations of that agency can be added at the end of the above

citation. The specific additional citations are as follows:

Equal Employment Opportunity Commission
29 CFR Part 1607
Department of Labor
Office of Federal Contract Compliance Programs
41 CFR Part 60-3
Department of Justice
28 CFR 50.14
Civil Service Commission
5 CFR 300.103(c)

Normally when citing these guidelines, the section number immediately preceding the title of the guidelines will be from these guidelines series 1-18. If a section number from the codification for an individual agency is needed it can also be added at the end of the agency citation. For example, section 6A of these guidelines could be cited for EEOC as follows: "Section 6A, Uniform Guidelines on Employee Selection Procedures (1978); 43 FR 38295, (August 25, 1978); 29 CFR Part 1607, section 6A."

PART 60-4—CONSTRUCTION CONTRACTORS—AFFIRMATIVE ACTION REQUIREMENTS

- Sec.
- 60-4.1 Scope and application.
 - 60-4.2 Solicitations.
 - 60-4.3 Equal opportunity clauses.
 - 60-4.4 Affirmative action requirements.
 - 60-4.5 Hometown plans.
 - 60-4.6 Goals and timetables.
 - 60-4.7 Effect on other regulations.
 - 60-4.8 Show cause notice.
 - 60-4.9 Incorporation by operation of the Order.

AUTHORITY: Secs. 201, 202, 205, 211, 301, 302, and 303 of E.O. 11246, as amended, 30 FR 12319; 32 FR 14303, as amended by E.O. 12086.

SOURCE: 43 FR 49254, Oct. 20, 1978, unless otherwise noted.

§ 60-4.1 Scope and application.

This part applies to all contractors and subcontractors which hold any Federal or federally assisted construction contract in excess of \$10,000. The regulations in this part are applicable to all of a construction contractor's or subcontractor's construction employees who are engaged in on site construction including those construction

employees who work on a non-Federal or nonfederally assisted construction site. This part also establishes procedures which all Federal contracting officers and all applicants, as applicable, shall follow in soliciting for and awarding Federal or federally assisted construction contracts. Procedures also are established which administering agencies shall follow in making any grant, contract, loan, insurance, or guarantee involving federally assisted construction which is not exempt from the requirements of Executive Order 11246, as amended.

In addition, this part applies to construction work performed by construction contractors and subcontractors for Federal nonconstruction contractors and subcontractors if the construction work is necessary in whole or in part to the performance of a non-construction contract or subcontract.

[43 FR 49254, Oct. 20, 1978; 43 FR 51401, Nov. 3, 1978]

§ 60-4.2 Solicitations.

(a) All Federal contracting officers and all applicants shall include the notice set forth in paragraph (d) of this section and the Standard Federal Equal Employment Opportunity Construction Contract Specifications set forth in § 60-4.3 of this part in all solicitations for offers and bids on all Federal and federally assisted construction contracts or subcontracts to be performed in geographical areas designated by the Director pursuant to § 60-4.6 of the part. Administering agencies shall require the inclusion of the notice set forth in paragraph (d) of this section and the specifications set forth in § 60-4.3 of this part as a condition of any grant, contract, subcontract, loan, insurance or guarantee involving federally assisted construction covered by this Part 60-4.

(b) All nonconstruction contractors covered by Executive Order 11246 and the implementing regulations shall include the notice in paragraph (d) of this section in all construction agreements which are necessary in whole or in part to the performance of the covered nonconstruction contract.

(c) Contracting officers, applicants and nonconstruction contractors shall

U.S. DEPARTMENT OF LABOR
EMPLOYMENT STANDARDS ADMINISTRATION
OFFICE OF FEDERAL CONTRACT COMPLIANCE

PART 60-2 - AFFIRMATIVE ACTION PLANS

(Reprint from Federal Register February 14, 1974)

Title 41—Public Contracts and Property Management

CHAPTER 60—OFFICE OF FEDERAL CONTRACT COMPLIANCE, EQUAL EMPLOYMENT OPPORTUNITY, DEPARTMENT OF LABOR

PART 60-2—AFFIRMATIVE ACTION PLANS

Miscellaneous Amendments

The following amendments to Part 60-2 of Title 41, Code of Federal Regulations are made concurrently with the adoption of Part 60-60 of this title in order to conform Part 60-2 to the rules adopted in Part 60-60. These amendments become effective April 15, 1974.

1. Section 60-2.1 is amended by revising the first sentence in the second paragraph of the section to read as follows:

§ 60-2.1 Title, Purpose and Scope.

Relief for members of an affected class who, by virtue of past discrimination, continue to suffer the present effects of that discrimination shall be provided in the conciliation agreement entered into pursuant to § 60-60.6 of this title. . . .

2. Section 60-2.10 is amended by revising the fourth sentence of the section to read as follows:

§ 60-2.10 Purpose of affirmative action program.

. . . An acceptable affirmative action program must include an analysis of areas within which the contractor is deficient in the utilization of minority groups and women, and further, goals and timetables to which the contractor's good faith efforts must be directed to correct the deficiencies and, thus to achieve prompt and full utilization of minorities and women, at all levels and in all segments of his work force where deficiencies exist.

3. Section 60-2.11 is amended by redesignating the present paragraph (a) as paragraph (b) and by inserting before such paragraph a new paragraph (a). As amended, § 60.11 reads as follows:

§ 60-2.11 Required utilization analysis.

(a) Workforce analysis which is defined as a listing of each job classification as appears in applicable collective bargaining agreements or payroll records (not job group) ranked from the lowest paid to the highest paid within each department or other similar organizational unit including departmental or unit supervision. If there are separate work units or lines of progression within a department a separate list must be provided for each such work unit, or line, including unit supervisors. For lines of progression there must be indicated the order of jobs in the line through which an employee could move to the top of the line. For each job classification, the total number of male and female incumbents, and the total number of male and female incumbents in each of the following groups must be given: Blacks, Spanish-surnamed Americans, American Indians, and Orientals. The wage rate or salary range for each job classification should be given. All job classifications, including all managerial job classifications, must be listed.

(b) An analysis of all major job classifications at the facility, . . .

((5 U.S.C. 553(a)(3)(B)) 29 CFR 2.7 section 201, Executive Order 11246, 30 FR 12319, and Executive Order 11875, 32 FR 14903.)

Signed at Washington, D.C. on this 6th day of February 1974.

PETER J. BRENNAN,
Secretary of Labor.

BERNARD DeLURY,
Assistant Secretary for
Employment Standards.

PHILIP J. DAVIS,
Director, Office of
Federal Contract Compliance.

[FR Doc.74-3643 Filed 2-18-74; 8:45 am]

APPENDIX B: OFFICIAL E.E.O.C. POSTER

Equal Employment Opportunity is... THE LAW

Private Employment, State and Local Government, Educational Institutions

Race, Color, Religion, Sex, National Origin
Title VII of the Civil Rights Act of 1964, as amended, prohibits discrimination in hiring, promotion, discharge, pay, fringe benefits, and other aspects of employment, on the basis of race, color, religion, sex or national origin.

Applicants to and employees of most private employers, State and local governments and public or private educational institutions are protected. Employment agencies, labor unions and apprenticeship programs also are covered.

Age
The Age Discrimination in Employment Act of 1967, as amended, prohibits age discrimination and protects applicants and employees aged 40-70 from discrimination in hiring, promotion, discharge, pay, fringe benefits and other aspects of employment. The law covers most private employers, State and local governments, educational institutions, employment agencies and labor organizations.

Sex (wages)
In addition to the sex discrimination prohibited by Title VII of the Civil Rights Act (see above) The Equal Pay Act of 1963, as amended, prohibits sex discrimination in payment of wages to women and men performing substantially equal work in the same establishment. The law covers most private employers, State and local governments and educational institutions. Labor organizations cannot cause employers to violate the law. Many employers not covered by Title VII, because of size, are covered by the Equal Pay Act.

If you believe that you have been discriminated against under any of the above laws, you should immediately contact:

**The U.S. Equal Employment
Opportunity Commission**
2401 "E" Street, N.W.
Washington, D.C. 20506
or an EEOC District Office,
listed in most telephone
directories under U.S. Government.

Employers holding Federal contracts or subcontracts

Race, Color, Religion, Sex, National Origin
Executive Order 11246, as amended, prohibits job discrimination on the basis of race, color, religion, sex or national origin, and requires affirmative action to ensure equality of opportunity in all aspects of employment.

Handicap
Section 503 of the Rehabilitation Act of 1973, as amended, prohibits job discrimination because of handicap and requires affirmative action to employ and advance in employment qualified handicapped individuals who, with reasonable accommodation, can perform the functions of a job.

Vietnam Era and Disabled Veterans
Section 402 of the Vietnam Era Veterans Readjustment Assistance Act of 1974 prohibits job discrimination and requires affirmative action to employ and advance in employment qualified Vietnam era veterans and qualified disabled veterans.

Applicants to and employees of companies with a Federal government contract or subcontract are protected under the authorities above. Any person who believes a contractor has violated its nondiscrimination or affirmative action obligations under Executive Order 11246, as amended, Section 503 of the Rehabilitation Act or Section 402 of the Vietnam Era Veterans Readjustment Assistance Act should contact immediately:



**The Office of Federal
Contract Compliance
Programs (OFCCP)**
Employment Standards
Administration
U.S. Department of Labor

200 Constitution Avenue, N.W.
Washington, D.C. 20210
or an OFCCP regional or area office,
listed in most telephone directories
under U.S. Government, Department of
Labor.

Programs or activities receiving Federal financial assistance

Handicap
Section 504 of the Rehabilitation Act of 1973, as amended, prohibits employment discrimination on the basis of handicap in any program or activity which receives Federal financial assistance. Discrimination is prohibited in all aspects of employment against handicapped persons who, with reasonable accommodation, can perform the essential functions of a job.

Race, Color, National Origin
In addition to the protection of Title VII of the Civil Rights Act of 1964, Title VI of the Civil Rights Act prohibits discrimination on the basis of race, color or national origin in programs or activities receiving Federal financial assistance. Employment discrimination is covered by Title VI if the primary objective of the financial assistance is provision of employment, or where employment discrimination causes or may cause discrimination in providing services under such programs.

If you believe you have been discriminated against in a program which receives Federal assistance, you should immediately contact the Federal agency providing such assistance.

**Don't
Forget...
Equal
Employment
Opportunity
is the Law!**

APPENDIX C: OREGON CIVIL RIGHTS LAW

APPENDIX C

OREGON CIVIL RIGHTS LAWS

Oregon civil rights law (ORS 659.030) makes it unlawful for a public* or private employer with one or more employees to refuse to hire, or to fire, or to discriminate against an individual in compensation, terms, conditions, or privileges of employment because of that individual's:

- race
- color
- religion
- sex
- national origin
- marital status
- age (where the individual is at least 18 but under 70)**
- expunged juvenile record
- association with anyone of a particular race, color, sex, national origin, marital status, age, or religion
- family relationship (ORS 659.340)

The law also prohibits a public* or private employer with 6 or more employees from discriminating against an individual because of his or her:

- mental or physical handicap (ORS 659.425)
- application for Workers' Compensation benefits (ORS 659.410)

* Not including agencies of the U.S. government

**The upper age limit of seventy applies only to hiring and termination. Employees 70 or older may not be discriminated against in compensation, terms, or conditions of employment

APPENDIX D: MERIT SYSTEM CODE (EEO)

APPENDIX D
MULTNOMAH COUNTY CODE
CHAPTER 3.10, MERIT SYSTEM

<u>Section</u>	<u>Title</u>	<u>Content</u>
3.10.010	Definitions	<p>(A) "Affirmative Action means identifying existing or potential discriminatory conditions and making specific goal oriented corrective actions to eliminate and prevent unlawful discrimination.</p> <p>(B) "Discrimination Complaint" means a complaint that a personnel action was motivated by discrimination on the basis of race, religion, sex, age, marital status, national origin, physical or mental handicap or political affiliation.</p>
3.10.265	Equal Employment Opportunity	<p>(A) Discrimination in any personnel actions on the basis of race, color, sex, age, religion, national origin, political affiliation or physical or mental handicap is prohibited, except when they constitute bona fide occupational qualifications.</p> <p>B) All decisions on employment and promotion for classified service shall be made in accordance with the principles of equal opportunity by utilizing job-related requirements for these opportunities.</p> <p>C) No question in any application or request for recommendation or in any test shall elicit information concerning the religious or political opinions or affiliations of any person, nor shall any injury be made concerning those opinions or affiliations.</p> <p>D) The affirmative action officer shall exercise affirmative action under this chapter and the affirmative action policies of the board and County Chair</p>

APPENDIX E: PERSONNEL RULES (EE0/AA)

APPENDIX E

MULTNOMAH COUNTY PERSONNEL RULES REGULATING EEO AND AFFIRMATIVE ACTION

RULE 1:

1.02 PURPOSE

It is the purpose of these rules to establish a system of uniform and appropriate personnel policies and procedures that shall improve the quality of personnel administration consistent with such merit principles as:

- 1) Recruiting, appointing, and promoting employees on the basis of their relative ability, knowledge and skills, including open consideration of applicants for initial appointment;
- 2) Retaining employees on the basis of the adequacy of their performance, correction of inadequate performance and separating employees whose inadequate performance cannot be corrected;
- 3) Assuring impartial treatment of applicants and employees in all aspects of personnel administration without regard to political affiliation, race, religion, color, sex, age, marital status, national origin, sexual orientation, or physical or mental handicap and with proper regard for their privacy and constitutional rights as citizens; and
- 4) Assuring that employees are protected against coercion for partisan political purposes and are prohibited from using their official authority for the purpose of interfering with or affecting the result of an election or a nomination for office.

RULE 7 NEPOTISM

Nepotism is the exercise of preferential treatment based upon familiar relationship rather than merit.

For the purposes of this rule, family consists of the employee's spouse, children, stepchildren, parents, grandparents, grandchildren, brothers, sisters, father-in-law, mother-in-law, sisters-in-law, and brothers-in-law.

Appointments and promotions to positions in the County service shall be based on merit as determined by a comparison of job-related qualifications. Discrimination based on nepotism for or against applicants or employees is prohibited except as provided by these rules.

Two members of a family shall not be employed at the same time, if such employment will result in an employee directly supervising a member of his/her family. If violations occur due to marriage, steps shall be taken as soon as practical to correct the situation through transfer or other means.

RULE 9 ANNOUNCEMENT AND APPLICATION

9.01 DISTRIBUTION OF ANNOUNCEMENTS

Whenever an examination is to be given for a position or positions in the classified service, the Personnel Officer shall post an official notice inviting the applications of qualified persons. All announcements shall be posted prominently in the personnel office and be mailed to each County department for posting in all work locations. Open-competitive announcements shall be distributed in appropriate areas where interested persons may have access to information about job opportunities in the County service.

RULE 10 EXAMINATIONS

10.01 NATURE OF EXAMINATIONS

Examinations shall be competitive and job related. They shall be constructed to determine the qualifications, competence and ability of the persons tested to perform the duties of the class of positions for which a list is to be established.

No part of any examination shall include any question designed to reveal the political or religious affiliation or belief, national origin, age, sex, color, race, marital status, sexual orientation or handicap status of any candidate.

Voiding Elements of an Examination

When the Personnel Officer determines that examination exercises or questions are technically inferior, lack validity or produce an adverse impact, such questions or exercises may be deleted from the examination process and scores of affected applicants adjusted appropriately.

Adverse Impact

The Personnel Officer shall evaluate the effect of each test administered for its impact on each race, sex, ethnic group, and self-identified disabled persons. If the Personnel Officer determines that a test has adverse impact, there has been historic underutilization, and the test has not been validated in accordance with the Uniform Guidelines on Employee Selection Procedures, the test shall not be used for selection unless it is modified or used in a manner which eliminates the adverse impact.

Modification to alleviate adverse impact shall consist of adjusting the scores of the adversely impacted group so that the mean and standard deviation of the scores of that group equal the mean and standard deviation of the scores of the other candidates.

10.07 VETERAN'S PREFERENCE

Each eligible veteran or disabled veteran furnishing the required proof of eligibility who has successfully completed all phases of an examination shall be allowed preference on the list established as a result of the test. Preference means that to the score of a veteran, five (5) points will be added; to the score of a disabled veteran, ten (10) points will be added. All such points will be added to the total combined test score and not to any single part of the examination.

Accommodation of Handicapped Applicants

The Personnel Officer may modify the administration of an examination to accommodate a handicapped applicant who is regarded as having a physical or mental impairment which limits one or more major life activities.

RULE 21 EQUAL EMPLOYMENT OPPORTUNITY

Discrimination in any personnel action on the basis of race, color, sex, age, religion, national origin, political affiliation, marital status, sexual orientation, or physical or mental handicap is prohibited, except when it constitutes a bona fide occupational qualification.

All employment and promotion decisions in County service shall be made in accordance with the principles of equal opportunity by utilizing job-related requirements.

No question in any application, in any request for recommendation or in any test shall elicit information concerning the religious or political opinions or affiliations of any person, nor shall any inquiry be made concerning these opinions or affiliations.

RULE 23 APPEALS TO THE COUNCIL

23.01 WHO MAY APPEAL

Any regular employee who is reduced in pay, demoted, suspended or dismissed and who does not have available a grievance procedure for the particular issue in dispute shall have the right to appeal the action directly to the Council.

Any classified employee who does not have available a grievance procedure for a particular issue in dispute, and any applicant for the classified service shall have the right to appeal personnel actions, including complaints of discrimination, directly to the Council.

23.02 APPEAL REQUIREMENTS

Appeals to the Council shall:

- 1) Be in writing;
- 2) Be signed by the employee or applicant;
- 3) Be addressed to the Council;
- 4) Contain an explanation of the action being appealed;
- 5) Contain a statement of the redress desired;
- 6) List the names of those who presence would be requested at a Council hearing; and
- 7) Be delivered to the executive secretary of the Council not later than ten days after the effective date of the action being appealed.

The Council shall process the appeal pursuant to provisions of Multnomah County Code and the Council's rules.

23.03 COUNCIL DECISIONS

If the Council finds that a disciplinary action was discriminatory, was an unlawful employment practice described by applicable state law, or was not for cause, the employee shall be reinstated to the prior position and shall not suffer any loss in pay.

The Council may modify a disciplinary action being appealed if it finds that the action was taken in good faith for cause, upon a finding of mitigating circumstances, by directing suspension without pay for a specified period with subsequent restoration of status or demotion in classification, grade or pay.

Any other personnel action appealed to the Council from a decision of the appointing authority shall be affirmed unless a finding is made that it violates Multnomah County Code 3.10.

23.04 APPEALS TO THE BOARD

There shall be no appeal of the Council's decision if unanimous. If the decision is not unanimous it may be appealed to the Board of County Commissioners by any part by filing written notice of appeal with the Clerk of the Board within ten (10) days from the date of the Council's decision.

RULE 24 INTERGOVERNMENTAL COOPERATION

The Personnel Officer may enter into agreements with other governmental jurisdictions to furnish or receive services to facilitate public service, mobility and maximum utilization of staff and to improve personnel administration with respect to such matters as recruiting, examining, pay studies, training, education, personnel interchange and transfer, manpower utilization and fringe benefits.

The Personnel Officer may cooperate with other governmental organizations in sharing tests, eligibility lists and other personnel activities when it is in the best interests of personnel administration and the public.

APPENDIX F: DESCRIPTION OF HIRING PROCESS

APPENDIX F

MULTNOMAH COUNTY

DESCRIPTION OF GENERAL HIRING PROCESS

ACTOR

ACTION

--REQUEST--

- | | |
|----------------------|---|
| 1) Hiring Manager | 1a) Analyzes work force composition
1b) Reviews job description
1c) Requests eligibility list from Personnel; notifies Personnel of special requirements, utilization problems |
| 2) Personnel Analyst | 2a) Reviews utilization report; notifies hiring manager of utilization problems
2b) Sends certification list of eligibles OR
2c) Develops examination plan if no list exists, including review of existing exams and/or development or purchase of new exam |

--RECRUITMENT--

- | | |
|--|--|
| 3) Personnel Analyst
(with assistance of Affirmative Action Officer and hiring manager) | 3a) Prepares job announcement
3b) Distributes job announcement to regular recipients
3c) Conducts special recruitment where regular recruitment inappropriate or insufficient to attract qualified applicants or to meet affirmative action recruitment goals
3d) Monitors receipt of job applications where underutilization of minorities and/or women exists; closes application period
3e) Invites disabled applicant to request any accommodations to perform job adequately and safely |
|--|--|

--SCREENING--

- | | |
|----------------------|---|
| 4) Personnel Analyst | 4a) Reviews applications for minimum qualifications and notifies unqualified applicants
4b) Prepares applications of qualified applicants for next step in the examination process |
|----------------------|---|

--EVALUATION OF TRAINING AND EXPERIENCE--

- | | |
|--|---|
| 5) Personnel Analyst
(with assistance of
hiring manager) | 5a) Selects training and experience
screening panel |
| | 5b) Establishes screening criteria
and rating scales |
| | 5c) Trains screening panel |
| | 5d) Supervises screening |
| 6) Screening Panel | 6a) Screens applications |
| 7) Personnel Analyst | 7a) Reviews screening process for
adverse impact |
| | 7b) Compiles results |
| | 7c) Notifies applicants of results |

--WRITTEN EXAMINATION--

- | | |
|--|---|
| 8) Personnel Analyst
(with assistance of clerical
staff) | 8a) Schedules qualified applicants |
| | 8b) Administers written exam; special
accommodations to examine those
unable to take the written exam |
| | 8c) Grades exam and sets cut score |
| | 8d) Reviews exam for adverse impact |
| | 8e) Notifies applicants of results |

--ORAL EXAMINATION--

- | | |
|--|---|
| 9) Personnel Analyst
(with assistance of
clerical staff and
hiring manager) | 9a) Schedules qualified applicants |
| | 9b) Selects members of oral board |
| | 9c) Establishes rating criteria and
rating scales |
| | 9d) Develops structured oral exam |
| | 9e) Trains oral board |
| | 9f) Monitors oral exam |
| | 9g) Compiles exam results and reviews
for adverse impact |
| | 9h) Notifies applicants of results |

--ESTABLISHMENT OF ELIGIBLE LIST--

- | | |
|---|--|
| 10) Personnel Analyst
(with assistance of
clerical staff) | 10a) Notifies successful applicants
of final score and ranking;
prepares eligible list |
| | 10b) Sends certification list of
eligible applicants to hiring
manager |

--FINAL SELECTION--

- | | |
|--------------------|--|
| 11) Hiring Manager | 11a) Interview eligible candidates
OR |
| | 11b) Appoints interview board |

12) Personnel Analyst

12a) Confirms that interviewer or interview board has been trained; provides training as needed

13) Hiring Manager

13a) Checks background and/or references if necessary; makes final selection

13b) Notifies personnel analyst of tentative appointment; provides interview documentation and certification list appropriately coded; receives approval from personnel analyst

13c) Notifies applicants of selection decision, future vacancies, etc.

13d) Submits payroll documentation to personnel analyst

14) Personnel Analyst
(with assistance of
clerical staff)

14a) Approves selection decision if appropriately made

14b) Processes payroll documents and updates records and files; completes necessary reports

14c) Schedules new employee for orientation to County and their fringe benefits

Reviews of job descriptions should result in:

- 1) physical and mental job requirements stated in specific terms.
- 2) physical and mental job requirements measurable to the greatest extent possible.
- 3) physical and mental job requirements related to functions that are essential to the performance of the job.
- 4) physical and mental job requirements that are job related, and consistent with Business Necessity, and SAFE PERFORMANCE of the job.

All required physical and mental activity must meet the criteria described above.

All standards must be applied to all job applicants.

APPENDIX G: MISSION STATEMENTS AND GUIDING PRINCIPLES

APPENDIX G

MULTNOMAH COUNTY

MISSION STATEMENT AND GUIDING PRINCIPLES

Mission

Multnomah County's mission is to plan, finance and deliver services to all citizens and properties in the County. These services must be delivered efficiently and distributed fairly in a manner that promotes public confidence in government.

Guiding Principles

Provide equity and fairness in the delivery of Countywide services. Provide cost effective, responsive services. Assure continuity of vital public services. Achieve equity and stability in taxation. Improve the general health and welfare of County citizens. Achieve broad citizen support for County services. Provide equality in employment opportunity. Improve employee efficiency, productivity and satisfaction. Promote excellence.

MULTNOMAH COUNTY CITIZEN INVOLVEMENT COMMITTEE

Mission

Advocate for timely citizen involvement in the Multnomah County governing process and to facilitate communication between County government and citizens.

Goals

Citizen Outreach - Initiate an outreach program to all citizen groups throughout Multnomah County.

County Policy Development - Create a program to involve citizens with County staff in policy development.

Needs Assessment - Identify areas and issues in Multnomah County government that citizens wish to be involved in.

Information, Development and Dissemination - Develop means of acquiring and disseminating County government information to citizens.

The Citizen Involvement Committee meets the third Thursday of every month. The Office of Citizen Involvement is located in Room 215, 2115 SE Morrison, Portland, Oregon 97214. The telephone number is 248-3450.

MULTNOMAH COUNTY AUDITOR

Mission

The County Auditor conducts independent appraisals of all facets of Multnomah County government and its operations and financial affairs to promote effective and prudent use of public assets. In pursuit of this mission, the County Auditor measures and evaluates the efficiency and effectiveness of County programs. The purpose of this activity is to increase government accountability to the public and to provide management assistance to public officials.

DISTRICT ATTORNEY'S OFFICE

Mission

The District Attorney prosecutes crimes that occur in Multnomah County. Felony crimes such as burglary, homicide, and robbery are tried in Circuit Court. misdemeanor crimes, ordinance violation and traffic crimes are prosecuted in the District Court. In addition, through the Family Justice Division, the District Attorney represents the state in cases on behalf of dependent and delinquent juveniles and enforces financial support orders for children. The District Attorney also provides special services for victims of crime through the Victims Assistance Program. These services include crisis intervention, information and referral, and investigation for restitution.

MULTNOMAH COUNTY SHERIFF'S OFFICE

Mission

According to Oregon Revised Statutes, the general duties of the Sheriff are to:

- Defend the County against those who, by risk or otherwise endanger the public peace or safety;
- Arrest and commit to jail all persons who break the peace or attempt to break it, and all persons guilty of public offense;
- Execute the process and orders of the courts of justice or of judicial officers, when delivered to him for that purpose, according to law;
- Execute all warrants delivered to him for that purpose by other public officers according to law;
- Attend the terms of the Supreme, Circuit, or County Court held within this County, and to obey its lawful orders or directions; (ORS 206.010)
- Administer all County jails and correctional institutions in Multnomah County. (Home Rule Charter 6.50)

As the chief law enforcement official in the County, the Sheriff serves the papers of the Court, provides patrol, criminal investigation, drug and property crime investigation, undercover investigation, hazardous materials response/enforcement, traffic enforcement and regulation of the navigable water-ways. The Sheriff manages the detention facilities of the County, which include booking, and pre and post adjudication detention and programs, civil process, tax title and the alarm ordinance.

DEPARTMENT OF ENVIRONMENTAL SERVICES (DES)

Mission

The Department of Environmental Services provides basic municipal services, predominantly in the unincorporated areas, such as roads, bridges and parks. It maintains and operates fourteen pioneer cemeteries, two regional parks, a swim center, the County Fair, Exposition Center, a golf course, jogging path,

tennis courts, picnic areas and a bikepath program. Protecting natural resources while still assisting citizens and developers with urban and rural development keeps planning and transportation divisions busy. Housing rehabilitation loans and grants for lower income residents are offered through the department's Community Development Program. Its Animal Control Section responds to complaints from citizens about dogs and other animals, licensing, and provides educational information to the public.

DEPARTMENT OF GENERAL SERVICES (DGS)

Mission

The mission of the Department of General Services is to provide internal management services to County officials and departments in carrying out the goals of County government and to provide state mandated assessment and taxation services and elections. Voter registration is also provided by the Department of General Services.

Services provide Countywide program compliance with legal and statutory requirements; provide data research and analysis for County programs, recommend appropriate technologies to meet needs for information gathering, process and dissemination; maintain standard business practices within the County; and articulate policies of the Board of County Commissioners.

DEPARTMENT OF HUMAN SERVICES (DHS)

Mission

The mission of the Multnomah County Department of Human Services is to improve the quality of life for Multnomah County as a community as well as for our most vulnerable citizens through:

- Human Services advocacy
- Human services leadership and coordination
- Provision of human services to citizens

Services

Aging Services Division: To ensure that persons age 60+ and younger disabled adults are provided with a range of comprehensive services that:

- Promote their well-being and independence in the least restrictive setting;
- Provide for a safe living environment with quality care;
- Allow for the individual's rights of self-determination;
- Meet the needs of the most frail and vulnerable within available resources;
- Provide protection for those being abused, neglected and exploited.

Health Division: To serve all residents by:

- Promotion of a health community through active participation in development of public policy and through public and individual education;
- Prevention of serious health problems through early intervention and teaching of positive health behaviors;
- Protection of the public against health hazards, traumas, and spread of disease;
- Provision of health services for low income and high risk citizens.

Juvenile Justice Division: To protect the community; hold youth accountable for their actions; improve sanctions in a fair and just manner; assist youth in developing skills to become contributing members of the community; protect children who are abused, neglected, or abandoned.

Social Services Division: To reduce dependence and prevent institutionalization or persons disabled by mental illness, developmental disabilities and/or chemical dependency and of youth and their families by:

- Anticipating, planning and advocating for the needs of these vulnerable groups;
- Providing or assuring provision of quality services;
- Selecting the most qualified providers;
- Assuring provider accountability through effective contract management and monitoring.

DEPARTMENT OF JUSTICE SERVICES (DJS)

Mission

The Department of Justice Services exists to provide an efficient and effective system of justice services to enhance the safety and security of the citizens of Multnomah County by providing:

- Law enforcement and crime prevention services;
- Prosecution of criminal offenders;
- Facilities to incarcerate offenders;
- Supervision and sanction of offenders in the community;
- Opportunities for offenders to acquire abilities necessary to live responsibly;
- Attention to the needs of victims of crime;
- Enforcement of child support orders;
- Forums for citizens involvement in justice system planning and operation.

**APPENDIX H: MULTNOMAH COUNTY CITIZEN ADVISORY BOARDS
AND COMMISSIONS**

APPENDIX H

MULTNOMAH COUNTY CITIZEN ADVISORY BOARDS AND AND COMMISSIONS:

There are forty citizen advisory committees that advise County Department Directors and the Board of County Commissioners on a variety of topics:

1. Agricultural Board of Review
2. Board of Equalization
3. Building Code Board of Appeals
4. Cable Regulatory Commission
5. Citizen Budget Advisory Committees
6. Citizen Involvement Committee
7. City/County Advisory Committee on Disabled (CCACD)
8. Community Corrections Advisory Committee
9. Community Health Council
10. Economic Development Advisory Commission
11. Emergency Medical Services Advisory Board
12. Exposition Center Advisory Committee
13. Food Service Advisory Board
14. Investment Advisory Board
15. Justice Coordinating Council
16. Juvenile Court Advisory Council
17. Juvenile Services Commission
18. Library Association of Portland Board
19. Mental Health Advisory Board
20. Merit System Civil Service Council
21. Metropolitan Arts Commission
22. Metropolitan Human Relations Commission
23. Multnomah Council of Chemical Dependency
24. Multnomah County Community Action Agency Administering Board (MCCAA)
25. Parks Commission
26. Planning Commission
27. Plumbing Code Board of Appeals
28. Portland Multnomah Commission on Aging
29. Primary Prevention Advisory Committee
30. Welfare Board
31. Ambulance Rate Structure Task Force
32. Blue Lake Task Force
33. City-County Services Evaluation Task Force
34. City-County Task Force on Housing the Homeless
35. Communications Task Force for the Sylvan and Dunthorpe Communities
36. City-County Emergency Basic Needs Committee
37. DUII Action Program Advisory Board
38. New Horizons Fair Housing Task Force
39. Project Self Sufficiency Task Force
40. Task Force on Potentially Dangerous and Chronically Mentally Ill Persons
41. Sheriff's Office Restitution Center Community Advisory Committee

APPENDIX I: TALENT BANK PROGRAM OUTLINE

APPENDIX I

AFFIRMATIVE ACTION TALENT BANK PROGRAM

Program Description

Multnomah County's Affirmative Action Talent Bank Program is designed and used as a tool to assist protected class persons in identifying employment opportunities for which they qualify.

Qualifications

The Talent Bank Program is designed to assist those persons who have been historically discriminated against or under-utilized in securing job opportunities. Federal regulations define this group to include: Female; Black; Hispanic; Asian/Pacific Islander; American Indian/Alaskan Native; Veterans, and disabled persons.

How to Apply

Resumes should be sent to: Sara Martin, Training Coordinator/Affirmative Action Assistant, 1120 SW Fifth Avenue, Room 1430, Portland, Oregon 97204.

How the System Works

1. Interested persons forward resumes to the Affirmative Action Office.
2. The resumes are reviewed and coded for particular employment openings.
3. When job openings occur, the announcement is reviewed to match candidates with available job openings.
4. If an individual meets the minimum qualifications, a letter or phone call, along with an application is forwarded to the candidate.
5. If the individual is interested in the announced position, they then apply and go through the employment process.
6. Once application has been made for an available position, consultation is available from the Affirmative Action Office until a hiring decision has been made.

In summary, the philosophy of the Affirmative Action Talent Bank Program is to assist in bringing people and positions together. We do not select, nor tell people who to hire, but monitor the hiring practices to assure affirmative action principles are being met.

For further information contact: Sara Martin, Training Coordinator/Affirmative Action Assistant at 248-5015.

APPENDIX J: GOOD-FAITH EFFORTS

APPENDIX J

DEMONSTRATING GOOD-FAITH EFFORTS

For the purposes of this plan, good-faith efforts shall be defined as an honest attempt to reach affirmative action goals and to carry out the intent of this plan. Such efforts may be demonstrated in the following manner:

1. Records substantiating that a policy statement committing the unit to equal employment opportunity and affirmative action practices has been issued to staff.
2. Records substantiating that the County's affirmative action plan has been made available to all employees.
3. Records substantiating that managers and supervisors within the work unit has received EEO training.
4. Records substantiating the provision of reasonable accommodation to disabled persons.
5. Records substantiating that all eligible persons are encouraged to receive training regardless of their protective status.
6. Records substantiating that part-time, training, and seasonal employment opportunities are made available to protected class persons.
7. Records substantiating that the County's EEO Policy and Federal EEO Policy is posted in the work unit.
8. Records substantiating the dissemination of the EEO grievance procedure to all personnel.
9. Records documenting each organizational unit's progress toward meeting goals to address underutilization.
10. Records documenting exit interviews and non-discriminatory reasons for leaving.
11. Records substantiating actions taken to reduce and/or eliminate illegal discrimination and/or harassment complaints.
12. Records documenting any actions or efforts undertaken to meet the County's affirmative action objectives.

APPENDIX K: RECRUITMENT STRATEGIES

APPENDIX K

RECRUITMENT STRATEGIES

Recruitment is the process through which departments take news of their job openings into the community and, through personal contacts and the use of advocate and community groups, encourage qualified applicants to apply. Developing a large pool of female, disabled and minority applicants is an important step in bringing new target-group individuals into the department labor force. Traditionally, however, recruitment has consisted of activities such as placing advertisements in large newspapers, notifying State employment services or simply spreading information by word-of-mouth. Unfortunately, such activities usually prove unsuccessful in reaching or attracting underrepresented groups. Focused recruitment is a technique intended to assure that the applicant pool includes a greater number of underrepresented individuals to compete in the selection process.

OVERVIEW OF FOCUSED RECRUITMENT

Focused recruitment is a set of special recruitment activities usually undertaken when an examination is to be given for a target class.* By limiting general publicity and focusing recruitment activities on target-group communities, the department will be able to develop an applicant pool which includes a high proportion of underrepresented group members. The qualified members of this group will then move through the hiring process and, ideally, be hired into the target class.

SMALL BUT IMPORTANT ITEMS TO REMEMBER:

Timing - recruitment efforts must be timed so that target groups have ample time to receive and return applications before the final filing date.

Job announcements and recruitment materials should be checked for easy readability.

General publicity and bulletin distribution should be minimized for target examinations. Nevertheless, it is important not to exclude nontarget groups.

It is important to use departmental employees who are members of the target group as potential contact with the targeted community.

The Affirmative Action Office has published a targeted group directory to assist with recruitment efforts.

*Target classes are those classes which either (1) provide the greatest opportunities for bringing women, minorities and disabled persons into the County system and which provide opportunities for career advancement; or (2) are important in the department's classification structure, but which have experienced great difficulty in reaching parity.

Methods and Techniques

1. In addition to the recruiting activities of Employee Services, use personalized recruitment and follow-up.
2. Make on-site visits to community organizations that provide employment services, and inform them on employment opportunities and job skills you are seeking.
3. Encourage agency employees to assist in your recruitment efforts.
4. Develop and distribute special recruiting literature to target populations.
5. Explore the potential of re-engineering positions for filling at trainee level.
6. Emphasize paid and volunteer work experience over formal education when developing position qualifying factors.
7. Identify positions which could require bilingual/cultural abilities as well as other skills.

DISABLED APPLICANTS/EMPLOYEES

Recruiting disabled employees is a very important part of the affirmative action program but is sometimes overlooked because it requires a few extra activities. Disabled employees form a very large resource, which is just now being tapped by the County. assertive recruitment is needed to let disabled persons know that the County is very interested in their employment and that structural access and reasonable accommodation to their disabilities will be provided. Below are some hints for conducting recruitment for disabled employees:

Job announcements should mention the department's desire to hire disabled persons. The handicapped access symbol should also be displayed.

The departments disability access policy should be distributed and/or posted.

Groups to contact for special assistance:

- Department of Rehabilitation
- Veterans Administration
- Veterans groups
- Local rehabilitation facilities

APPENDIX L: CRITERIA FOR EVALUATING MANAGERS

SUGGESTED CRITERIA FOR AFFIRMATIVE ACTION EVALUATION OF MANAGERS' PERFORMANCE

- A. Personal commitment/understanding: demonstrates interest in, and sensitivity to, EEO issues by taking individual actions which indicate to others his/her level of EEO knowledge and concern.

Criteria #1 - Steps to assure acceptance of minorities, women, handicapped, and older persons in the workforce;

OUTSTANDING	ABOVE AVERAGE	AVERAGE	NEEDS IMPROVEMENT	UNSATISFACTORY
Speaks favorably about minorities, women, handicapped, and older workers, and their participation in the work group.	Monitors the placement of minorities, women, handicapped, and older persons.	Numerically integrates minorities, women and handicapped into the workforce environment.	Is slow to recognize and correct disparate treatment of minorities, women, handicapped, and older workers.	Speaks unfavorably about minorities/ women/handicapped/ older workers in the hearing of others.
Commends others for efforts to integrate minorities, women, handicapped, and older workers into the informal organization.	Develop corrective plan for staff whose continued use of inappropriate conduct is offensive to women, minorities, handicapped, and older workers.	Always introduces new employees to staff members.	Has to be pushed to correct inappropriate conduct which may be offensive to minorities, women, handicapped, and older workers.	Disregards staff's inappropriate conduct which may be offensive to minorities, women handicapped, and/or older workers.
Identifies and provides information to staff on behaviors which may be offensive to minorities, women, handicapped, and older workers.	Assigns minorities, women, handicapped, and older workers to leadership roles in office activities and projects.	Personally talks to employees whose inappropriate conduct may be offensive to women, minorities, and older workers.	Lacks interest in identifying personal mannerisms or behavior which may offend minorities, women, handicapped, and older workers.	Does not treat all staff equally and fairly; shows preferential treatment.
Encourages staff to treat all employees fairly.	Arrange for staff to provide assistance to new employees in their adjustment and orientation to the work environment.	Treats all employees fairly; shows no preferential treatment.	Inconsistent in introducing new employees to other staff members.	Has personal practices, mannerisms, or behavior which may offend minorities, women, handicapped, and/or older workers.
	Assure that training facilities to which employees are sent have accommodations for handicapped persons.	Adheres to agency requirements for reasonable accommodation to the needs of handicapped employees.		

A. Criteria #2 - Efforts to maintain a harmonious environment free of discrimination:

OUTSTANDING	ABOVE AVERAGE	AVERAGE	NEEDS IMPROVEMENT	UNSATISFACTORY
Identifies and recommends changes to correct systemic problems within the agency which give rise to discrimination.	Identifies and corrects internal problems before they give rise to formal complaints.	Absence of allegations or complaints of discrimination.	Significant discrimination complaints by staff occur frequently.	Shows an uncooperative behavior in trying to resolve allegations of discrimination.
Provides leadership and initiative within the agency EEO program.	Skill in resolving differences between persons of conflicting interests.	Resolves informal complaints.	Supports EEO concepts on the surface but does little to promote them in practice.	Promotes discord through the unfair and disparate treatment of some employees.
Develops a high level of staff morale through sensitive treatment and handling of staff.	Demonstrates skill in sensitizing staff to the mutual benefits of EEO.	Encourages a harmonious environment by a balanced treatment of all staff.	Must be pushed to resolve employee conflict or problems.	Fosters employee conflicts by gossiping about discrimination issues.
Initiates actions to assist minorities, women, handicapped, and older workers in overcoming impediments.	Participates in self-development activities which would enrich his/her understanding of organizational behavior and group interaction.	Participates in employee relations training.	Lacks interest in implementing EEO principles, requirements.	Maintains poor relationships with minorities, women, handicapped, and/or older workers.
	Demonstrates sensitivity to the adverse impact of Personnel decisions on minorities, women, handicapped, and older workers.	Encourages staff to resolve interpersonal conflicts among themselves.	Slow to resolve informal complaints of individuals.	Ignores agency guidelines, AA Plan and/or EEO requirements in supervising staff.

A. Criteria 73 - Efforts to stay abreast of, or increase knowledge of, EEO/AA responsibilities:

OUTSTANDING	ABOVE AVERAGE	AVERAGE	NEEDS IMPROVEMENT	UNSATISFACTORY
Participates in the development of the agency EEO/AA Plan.	Keeps abreast of recent developments, guidelines and regulations on EEO/AA.	Is familiar with EEO/AA principles, guidelines; knows agency EEO/AA Coordinator.	Lacks interest in agency EEO/AA Plan.	Lacks familiarity with EEO/AA principles; does not know the agency Coordinator or the AA Plan.
Analyzes recently issued EEO/AA guidelines and regulations, decisions and recommends policy to implement them.	Works closely with agency EEO/AA Coordinator and implementation of EEO/AA requirements.	Has attended EEO/AA training within the rating period.	Has to be pushed to participate in EEO/AA training.	Does not participate in EEO/AA training.
Develops and conducts training for staff on EEO/AA issues and Plan.		Is knowledgeable about agency EEO/AA Plan and supervisory responsibilities.	Is slow to learn EEO/AA principles, guidelines.	
			Is uncertain about EEO/AA requirements and responsibilities.	

B. Recruitment/Selection: the goal of recruiting and filling vacancies with candidates from all segments of the community and to select a staff which is representative of the labor force.

Criteria #1 - Efforts to recruit and provide for a representative applicant pool from which selections can be made.

OUTSTANDING	ABOVE AVERAGE	AVERAGE	NEEDS IMPROVEMENT	UNSATISFACTORY
Uses non-traditional recruitment sources to locate minority, women, handicapped, and older applicants.	Actively seeks and encourages minorities, women, handicapped, and older workers to apply for positions.	Encourages handicapped, women, minorities, and older workers to apply for vacancies.	Takes a passive approach to considering women, minorities, handicapped, and older workers for vacancies.	Discourages minorities, women, handicapped, and older workers from applying for vacancies.
Meets with women, minority, handicapped, and older worker groups soliciting their support.	Consults with Personnel Services to assure that minorities, women, handicapped, and older workers are included in the applicant pool from which selections are made.	Analyzes the applicant pool to determine underrepresentation.	Does not initiate any recruitment or outreach efforts.	Establishes qualifications for positions which are not job related and which tend to exclude minorities, women, handicapped, and older workers.
Eliminates unnecessary qualifications which are not job related and which tend to exclude or have an adverse impact on minorities, women, handicapped, or older workers.	Is proactive in recruitment efforts towards minorities, women, handicapped, and older workers.	Uses a wide variety of recruitment resources.	Never does anything positive to assure that women, minorities, handicapped, and older workers are considered for vacancies.	Limits referrals to the "old boy" network.
		Participates in training on staffing and recruitment techniques.	Is satisfied selecting from applicants referred by Personnel Services even though women, minorities, handicapped, and older workers may be excluded.	Is unfamiliar with staffing and recruitment techniques.

B. Criteria #2 - The extent to which numerical hiring goals in support of the agency EEO/AA Plan are achieved.

OUTSTANDING	ABOVE AVERAGE	AVERAGE	NEEDS IMPROVEMENT	UNSATISFACTORY
Far exceeds hiring goals.	Meets and exceeds hiring goals.	Analyzes the makeup of the work unit to identify underrepresentation of minorities, women, handicapped, and older workers.	Sets goals and objectives that are inconsistent with resource capabilities.	Does not set hiring goals in support of AA.
Reviews agency policy, procedures and practices to identify problems that may impede the achievement of hiring goals.	Participates in the development of agency hiring goals in support of AA.	Establishes realistic and attainable hiring goals.	Has to be pushed to determine underrepresentation in the work unit.	Lacks knowledge of underrepresentation of minorities, women, handicapped, and older employees in the work force.
Provides leadership and participates in the establishment of realistic and attainable agency-wide goals.	Analyzes hiring patterns to determine if minorities, women, handicapped, and older workers are being selected primarily for non-professional, routine, clerical type positions and if so takes steps to correct.	Plans short-range action steps to achieve hiring goals.	Sets long-range goals but fails to plan actions to achieve them.	Makes disparaging comments about the need to hire minorities, women, handicapped, and older workers.

B. Criteria #3 - Efforts to assure selections are based on merit and job related factors.

OUTSTANDING	ABOVE AVERAGE	AVERAGE	NEEDS IMPROVEMENT	UNSATISFACTORY
Participates in training and self-development activities to improve knowledge of personnel appraisal and selection techniques.	Participates in the development of agency selection procedures.	Uses job related factors in selecting applicants for employment.	Takes a passive approach to establishing valid job related selection criteria for use in filling vacancies.	Is frequently involved in pre-selection.
Has a working knowledge of uniform guidelines on employee selection procedures.	Reviews selection criteria to determine their current job relatedness, validity and reliability.	Is familiar with the agency policies on filling vacancies.	Is insensitive to and lacks interest in the EEO implications of selections to fill vacancies.	Does not give full consideration to women, minorities, handicapped, and older workers.
	Analyzes selection rates to determine adverse impact.	Balances merit, job related factors and EEO/AA when filling vacancies.		Selects women, minorities, handicapped, and/or older workers for non-professional jobs even though they may be referred for higher positions.
	Selects qualified women, minorities, handicapped, and older workers for professional positions and decision-making roles.			Has no selection criteria for use in filling vacancies.

Source: Affirmative Action Plan Preparation Manual, 1989-91 Biennium, State of Oregon.

APPENDIX M: GLOSSARY OF TERMS

APPENDIX M

EQUAL OPPORTUNITY/AFFIRMATIVE ACTION GLOSSARY

These definitions conform to United States Equal Opportunity Commission, state and federal affirmative action and equal employment terminology. Definitions are not intended to be exhaustive, but are limited to the meaning or importance relative to administering equal employment/affirmative action programs.

A.A.P. (or AAP): Commonly used "short hand" reference to affirmative action plan or affirmative action program.

Accessibility: A disabled individual's ability to approach, enter and use facilities and worksites easily.

Accomplishment Date: The date on which an action item has been completed-(if the action item is ongoing in nature, this is the date of initiation).

Activity Report: The processing of records of hiring, promoting and other employment actions for the purpose of monitoring to assure the employer's employment practices and procedures are accomplished in accordance with the policies of the affirmative action plan.

Adverse Impact: An employment policy, practice, or procedure has an adverse impact if it results in the disqualification of members of protected class groups at a significantly greater rate than members of other groups. The enforcement agencies will generally regard a selection rate for any group which is less than four-fifths (4/5) or 80% of the rate for other groups as constituting evidence of adverse impact.

Adverse Treatment: Action that would in any way deprive an individual of employment or education opportunity or negatively affect his or her status.

Affected Class: Those groups of persons who are protected by anti-discrimination law who because of past discrimination continue to suffer the effects of such discrimination. Affected class status must be determined by analysis or court decision. (See also "protected class.")

Affirmative Action: Affirmative action means a method of eliminating the effects of past and present discrimination intended or unintended, that are evident or indicated by analysis of present employment patterns, practices or policies.

Affirmative Action Officer: The individual who is responsible for the initiation, implementation, maintenance, evaluation or monitoring of the affirmative action program.

Affirmative Action Plan: The written plan by which an employer sets forth the specific actions by which it will eliminate past discrimination against minorities, women and the disabled.

Affirmative Action Program: The actual, on-going efforts to implement the affirmative action plan.

Alternate Protection: Condition of protection which exists when there is more than one avenue of remedy for persons who feel they have been subject to unlawful discrimination.

American Indian or Alaskan Native: A person with origins in any of the original peoples of North America who maintains cultural identification through tribal affiliation or community recognition.

Applicant Flow: The number of applicants applying for a particular job over a given period of time, analyzed by sex and minority characteristics.

Applicant Pool: Total of those persons who have applied for a particular position (or who have applications on file) from which an employee may be selected.

Arbitration: The hearing and determining of a dispute between parties by a person or persons chosen or agreed on by them.

Architectural Barrier: Any structural impediment incorporated into an architectural facility which cannot be independently surmounted by disabled persons.

Artificial Barrier: Any non job-related employment consideration which excludes from consideration from employment individuals otherwise capable of doing the work.

Asian or Pacific Islander: A person with origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Republic, and Samoa.

Assessment Report: An accumulation of specific statistical and narrative data relating to a department, which identify and evaluate EEO problem areas.

Attitudinal Barrier: Any frame of mind which impedes the realization of a person's full potential.

Availability Pool: Total of those persons in the relevant workforce, i.e., those persons including the protected classes, who meet the minimum qualifications for any available position.

Backpay: Pay that is awarded to employees or applicants for employment who have lost the opportunity to earn wages because an employer has engaged in unlawful discriminatory employment practices.

Bargaining Agreement: The contractual agreement which an employer and a union reach after negotiations.

BFOQ, Bona Fide Occupational Qualification: A worker may be chosen on the basis of sex, age, or religion only if sex, age, or religion is a minimum qualification required as a prerequisite for hiring and/or success for a particular job. The federal agencies and the courts have interpreted BFOQ very narrowly. As related to sex under Title VII may apply to a male model for male clothing, or perhaps a female fitter for female lingerie. BFOQ may not be used as a defense for hiring according to stereotypes and if challenged, the employer must demonstrate the validity of the BFOQ in question. BFOQ's are seldom allowed for race or national origin.

BFOQ, Bona Fide Occupational Requirements: State of Oregon term for a BFOQ.

Black: The presently preferred term for people of Afro-American heritage. The term indicates pride in African heritage and culture, unlike the more dated term "Negro" or the obsolete and often derogatory term "colored person."

Burden of Proof: The requirement that to win a point or to have an issue decided in one's favor in a lawsuit one must show that the weight of evidence is on his/her side, rather than "in the balance" on that question. Philosophically and traditionally, in the courts the person who brings the charges is responsible for providing evidence to support those charges. In civil rights litigation, the courts have generally required the plaintiff to establish a prima facie case of discrimination at which point the burden of proof shifts to the defendant (e.g., the employer) to justify the existence of any disparities. "Once the plaintiff has made the prima facie case, the defendant must provide an explanation since he is in a position to know whether he failed to hire a person for reasons which would exonerate him." (see "prima facie")

Business Necessity: Ruled by the Supreme Court as the "touchstone" for determining the lawfulness under Title VII of discriminatory effect. Federal court decisions indicate, in order to be justified by business necessity, a practice must be essential to the safe and efficient operation of a business. As applied, this rule generally involves the question of whether an employer would be committed to additional costs or a safety hazard if the discriminatory practice would be abandoned. Saving to be gained in shorter time necessary for training employee on new jobs, preserving or bettering a company's image, customer or co-worker preferences, superior or inferior ability to perform non-essential aspects of a job, or need to maintain harmony or decorum at a place of business do not qualify as business necessities and will not justify discriminatory practices.

Career Ladder: The jobs which require related and increasingly more responsible duties through which employees advance by experience and in-service training in the lower jobs. In affirmative action programming career ladders should be equal in quantitative opportunity and salary range for those jobs having high affirmative action group utilization compared with those having primarily white male incumbents.

Charge of Discrimination: A formal allegation of discrimination filed with an enforcement or compliance agency.

Chilling Effect: The effect caused by the discriminatory practices of an organization, or by the reputation of an organization in regard to its treatment of members of protected classes, which has a negative impact upon the composition of the applicant pool or upon employees' exercise of their civil rights.

Civil Rights Act of 1866, 1870 and 1871, as amended: Federal laws that provide blacks with rights the same as those afforded whites to enter into contractual agreements for real and personal property and to sue and to give evidence; also prohibits any person (or persons) "from conspiring to deprive, either directly or indirectly" any person or class of persons from full protection of the laws, or of equal privileges and immunities under those laws. Have been interpreted in the courts to include other minorities, and in certain instances to serve as protection against sex discrimination.

Civil Rights Act of 1866: Statute (section 1981, Title 42, U.S.C.) enacted to enforce the 13th Amendment to the U.S. Constitution, the amendment prohibiting slavery. After ratification of the 14th Amendment in 1868, the statute of 1866 was re-enacted in 1870 to reinforce Congress' authority in prohibiting discrimination against blacks.

Civil Rights Act of 1871: Statute (section 1983, 1985, 1986, Title 42, U.S.C.) enacted to enforce the 14th Amendment of the U.S. Constitution (no state shall make laws which abridge the privileges of citizens of the United States, etc.) prohibits any person officially acting on behalf of a state or local government agency from depriving any person "of life, liberty or property without due process of law, nor deny to any person within its jurisdiction the equal protection of the laws."

Civil Rights Act of 1964: Broad-scoped federal laws (eleven titles) that prohibit discrimination on the basis of race, color, religion, and national origin. Sex is included only in Title VII. (See "Title IV," "Title VI," and "Title VII")

Civil Rights Act of 1968: Civil Rights Act imposing federal criminal penalties on anyone who interferes by force or threats with any federally protected activities, with the receipt of benefits in any program or activity receiving federal financial assistance, or on the basis of race, color, national origin, or religion interferes by force or threats in access to public schools and colleges; benefits, service, privilege, activity, program, of facility administrated by any state or subdivision thereof; employment; travel on common carriers; public accommodation.

Class: A particular group of persons in the same situation and/or having the same characteristics (i.e., race, sex, color, etc.).

Class Action: A lawsuit brought for oneself and all other persons in the same situation. In civil rights, related actions may be brought on behalf of all past, present, or future persons of the same charging class and at all locations within the U.S. of any specific defendant. Certain specific conditions must be met for a class action suit to be brought. In another sense, particularly in civil rights law, "class action" can be the legal effect of a court decision based on alleged characteristics of a certain class of persons in a particular situation.

Classified Position: Positions which are included in the job descriptions and other provisions of a formal personnel classification system. Unclassified positions are generally in the professional and managerial ranks.

Community Outreach: Activities designed to contact appropriate community groups and persons for the purpose of recruitment and liaison maintenance.

Complainant or Charging Party: A person who brings a complaint; in equal opportunity/affirmative action related actions, a complaint of discrimination.

Compliance: The state of being within the limits of the nondiscrimination laws and their interpretations by the courts.

Compliance Agency: An agency that conducts routine reviews of employers' compliance with state and/or federal employment discrimination laws and regulations, or which investigates complaints of individual workers.

Compliance Review: Routine review of the employment practices of an employer by one of the compliance agencies.

Conciliation: An informal process sought by a state or local agency or the EEOC in order to bring about a formal voluntary agreement between an employer and a complainant. A successful conciliation can result in back pay awards, reinstatement, and reform in the employment practices of an employer. A failed conciliation does not preclude further legal action by a complainant or an agency.

Concurrent Validation: As distinct from predictive validation (see also), concurrent validation is a procedure by which a (usually new) test is given to current employees (not applicants) while criterion scores (see also) for measuring job performance are being developed simultaneously. This method of validation is used for the purpose of developing substantial evidence that the test will have predictive value of the job performance of applicants when the test is used for that purpose. This method of validation is generally less accurate than predictive validation.

Consent Decree: A court-imposed agreement between the plaintiff employee group and the defendant organization which is entered into in order to settle litigation in federal court -- typically, a class action.

Construct Validity: Test validity based on a test's ability to measure an individual trait (or traits), such as mathematical skill or writing ability, which in turn is predictive of job performance. Where construct validity is used, in other words, job performance is predicted indirectly through a "construct," rather than through a direct correlation of test scores and job performance (through criterion scores -- see also). In order for construct validity to be acceptable the test must be proven in fact to measure the construct (the ability, trait, etc.) and the construct must be proven to relate to job performance.

Constructive Discharge: Discriminatory actions by an employer against an employee which coerce the employee into resigning.

Content Validity: The aspect of validity in a test by which its content is related to the content of the actual work the performance of which the test purports to predict. The highest degree of content validity is present when the test is the same as actual job performance. The true "work sample" test possesses greater content validity than other kinds or tests, such as "general aptitude" tests. A common example of a test with content validity is the typing test, based on actual material the applicant typist would be expected to type upon being hired.

Contracts/Grants: Money awarded by the federal government and subject to various equal opportunity/affirmative action requirements. Contracts are for goods and services provided by a contractor and are covered, for example, by Executive Order 11246. Grants are sums of money awarded for research or other purposes. Grants are also included under provision of Title IX, the 504, and other regulations.

Correlation Coefficient: The statistical measure of association between two variables, such as test scores and measured job performance (see Job Analysis). The correlation coefficient is stated as a number on a scale between -1 and +1. A correlation coefficient of +1 or -1 means that the two variables are perfectly associated, that one exactly predicts the other. A hypothetical example would be a test in which the highest score always predicts the high job performance (correlation coefficient of +1) or the lowest job performance (correlation coefficient of -1). For a test to be considered reliable, it must have a correlation coefficient of +.7.

County: County shall include all units of government under the policy direction of the Board of Commissioners, Multnomah County, Oregon.

Criterion Scores: Scores assigned to the "criteria" -- measures of knowledge, skills, functions, achievements, etc. -- developed to quantify job performance. Such scores are needed as part of various methods used in test validation studies.

Criterion Validity: That aspect of a scored test's validity which is based on the relationship between the test scores and measured job performance criteria. The major difficulty in this type of analysis for a validation study is in the development of sound criteria by which to measure job performance. For a salesperson, for example, the criterion may be simply the number of a dollar volume of certain items sold. For a teacher, police officer, or administrative assistant performance is multidimensional and the criteria more complex. Hence, a careful job analysis (see also) is essential.

Deadend Job: A position for which promotion opportunities are slim or non-existent.

Deferral and Deferral Agency: Under Title VII as amended, Section 706, an EEOC 706 state or local agency (for example, in Oregon -- the Bureau of Labor and Industries Civil Rights Division) routinely is given 60 days to resolve any discrimination complaint filed with EEOC within a geographical area where a 706 state agency is recognized. At the end of 60 days, the state agency may request a time extension if the complaint is progressing well. When the EEOC assumes responsibility for a complaint that has previously been investigated by a 706 state or local agency, that agency's findings are given great weight by EEOC. Local agencies, not officially recognized as 706 agencies, also hold the status of a "deferral agency" for the 60-day period.

Departmental Seniority: The privileges obtained by an employee as a result of number of years of longevity are applied only in the department where the employee works and not plant or organization wide; a transferred employee must start anew to build seniority for privileges rather than to carry credit for years of service to the new position in a different department. Departmental seniority systems have been sometimes charged to be discriminatory when a particular class of persons is sustained in a particular department.

Disabled Person: See handicapped person.

Discrimination: The failure to treat equals equally; in equal opportunity/affirmative action parlance the unequal treatment or categorizing is either based on race, sex, religion, age, national origin, color, marital status, physical or mental handicaps, or has the effect of disparate treatment for any of those classes.

Disparate Effect (or Disparate Treatment): Disproportionate exclusion or denial of opportunities for a particular class(es) by past or present policies and practices whether intentional or not. A disparate impact may be revealed by means of statistical analysis of a particular work force.

Disparity: Underutilization of minorities, women and/or disabled persons. Specifically, the difference between existing representation and what could be reasonable, expected in the appropriate labor source pool.

Documentation: The keeping, use, or furnishing of written records relevant to a situation.

Due Process Clause: Fourteenth Amendment to the U.S. Constitution guarantee that no person shall be deprived of life, liberty, or property without due process of law. The due process requirements, regularly changed by U.S. Supreme Court action, vary in detail, but essentially a person should always have notice and a valid chance to present his/her side in a legal dispute, and no law or government procedure should be arbitrary or unfair.

EEO: Equal Employment Opportunity.

EEO Counselor: The person within a federal agency who is responsible for dealing informally with discrimination complaints within the agency and who attempts to reach internal grievance conciliation for internal complaints.

EEO Forms: Required by the federal government on an annual or biannual basis, under which certain employers provide statistics on the number of employees by each sex, race, and protected ethnic classification in specific job categories. EEO-1, private employers; EEO-4, state and local governments; EEO-5, elementary and secondary schools; EEO-6, institutions of higher education. EEO-2 and EEO-4 are similar forms for programs for apprenticeships in crafts and trades to be filed by private employers and labor unions, respectively.

Equal: Substantially similar.

Equal Employment Opportunity: The availability of employment and advancement to all persons on the basis of merit, capability, and potential. A concept which addresses equal opportunity for all persons in the employment process which includes recruitment, application flow, hiring, job placement, compensation, promotion, transfer, termination shift assignments, geographical and agency assignments.

Equal Employment Opportunity Commission (EEOC): Independent federal agency created by the 1986 Civil Rights Act, Title VII as amended. Responsible for administering Title VII, EEOC may bring suit, subpoena witnesses, issue guidelines which have the force of law, render decisions, provide technical assistance to employers, provide legal assistance to complainants (and others). The EEOC investigates complaints of discrimination in employment and finding probable cause attempts to achieve conciliation agreements and may bring a failed conciliation to court of law. The EEOC also is responsible for administering the Equal Pay Act of 1963 and the Age Discrimination in Employment Act.

Equal Opportunity: A system of practices under which individuals are not excluded from any opportunity or benefits because of their sex, disability, age, religion or creed, race, color, national origin, ancestry, arrest or conviction record, political affiliation or benefits, or refusal to consent to sexual contact or sexual intercourse.

Equal Pay (Equal Pay Act Definition): For equal pay purposes, equal work is performed on jobs that require equal skill, effort, and responsibility, and are performed under similar working conditions.

Equal Pay Act of 1963 (EPA): Prohibits unequal pay for men and women doing equal work on jobs which require equal skill, effort, responsibility, and which are performed under similar working conditions.

Equal Protection of the Laws: Fourteenth Amendment to the U.S. Constitution requirement that the government shall not fail to treat equals equally, set up illegal categories to justify treating persons unfairly, or give unfair or unequal treatment to a person based on that person's race, religion, etc. The Supreme Court has only rarely applied this constitutional guarantee in matters regarding different treatments on the basis of sex and then in a very narrow sense.

Ethnic Group: Under the Uniform Guidelines on Employee Selection Procedures: "A group identified on the basis of religion, color, or national origin."

Executive Order: An order that sets forth a policy and/or directs the means to implement a policy. Not a law, the executive order refers to the administration of an executive department or office. Generally refers to presidential order, but may be an order promulgated by a governor, it has the effect of law in the governmental matters with which it deals.

Executive Order 11246: Issued by President Lyndon Johnson in 1965, required that as a condition for receiving federal contracts, employers had to draw up written affirmative action plans, with utilization analysis, goals and timetables, for assuring equal opportunity in employment for minorities. In 1967, President Johnson's Executive Order 11375 amended 11246 to include women. Today, the term Executive Order 11246 is used to include 11375 as well.

Executive Order 11478: Issued by President Nixon in 1969, forbids discrimination on the basis of race, color, religion, sex, or national origin in federal employment.

Exempt Employees: Employees that are not covered by minimum wage and overtime provisions of the Fair Labor Standard Act (Wage and Hour Law).

Goals: Good faith measurable objectives which an employer voluntarily sets as a minimum progress to be made within a certain time period through all out efforts at outreach, etc. Federal agencies consider goals and objectives proper and legal responses to underutilization. Goals with timetables (an established time frame) are routinely required of federal contractors by Executive Order 11246. Goals -- in affirmative action plans or plans for including minorities and women within a system, are not be confused with quotas designed to keep people out of a system. "Quotas" for bringing women and/or minorities into an employer's work force in sufficient numbers to achieve equity with their numbers in the relevant work force can be ordered by the courts (or by certain compliance agencies in a volunteer agreement) where proof exists of a pattern and practice of past and continuing discrimination by an employer that has refused to take voluntary action required to eliminate the inequity. (See Quota)

Good-Faith Efforts: A term used to describe honest attempts to reach affirmative action goals.

Grants: See Contracts.

Guidelines: Rules issued by various agencies for compliance with a law. The guidelines are not law, but are an agency's attempt to create rules for enforcement that carry out the intent of Congress (or of an Executive Order) and are within the parameters of its legal foundation as established through agency and court decisions. The term "regulations" or "regs" is frequently used to be synonymous with guidelines. Guidelines are viewed as having the force of law.

Handicapped 503's: Refers to guidelines for affirmative action in employment required by the Rehabilitation Act Amendments of 1973, Section 503 for physically and mentally handicapped persons who are employable, sometimes after reasonable accommodations have been made, where necessary, to compensate for the person's handicap. Applies to U.S. Government contractors.

Handicapped 504's: Refers to guidelines for self evaluation, modification, and remedial action required by the Rehabilitation Act of 1973, Section 504, for education and services for handicapped persons. The 504 regulations also include guidelines for the employment of the handicapped. Applies to employers who are recipients of U.S. Government grant monies; requires reasonable accommodation.

Handicapped Person: The definition for handicapped person under the 503's is slightly different from that under the 504's, but all agencies, are expected to adopt the 504 definition. The complete, length definition is included in the 504 Regs, Section 843j, the major section of which states: "Handicapped person." (1) "Handicapped persons" means any person who (i) has a physical or mental impairment which substantially limits one or more major life activities, (ii) has a record of such an impairment, or (iii) is regarded as having such an impairment. "Major life activities" means functions such as caring for one's self, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning, and working.

Harassment: Encompasses issues of discrimination relating to the intimidation and generally poor treatment of persons for one of the prohibited reasons.

Hew: The Federal Executive Branch of Government Department for Health, Education, and Welfare, in existence from April, 1953 to May, 1980.

HHS: U.S. Department of Health and Human Services. Established as a part of the reorganization of the Department of Health, Education, and Welfare in 1980.

Hispanic: A person of Mexican, Puerto Rican, Cuban, Central or South America, or other Spanish culture or origin, regardless of race.

Identifiable Victim: Individual claimants under a class action who can prove that they are members of the class in question.

Job Analysis: A detailed analysis of the important knowledge, skills, and functions which constitute job performance in a particular job. Job analysis is essential to validation (see also) of a written test or other selection device, because it is necessary to know what job performance is, in order to determine whether or not a device predicts it.

Job Category: A grouping or aggregation of job classifications for purposes of analysis or official reporting.

Job Classification: A grouping or aggregation of similar job descriptions for purposes of analysis or official reporting (e.g. Secretary I, Secretary II, Secretary III).

Job Related Qualification: The qualifications required of a person for a particular position must be related to the job or task to be accompanied by an employee. The concept that qualifications must directly relate to the position has been consistently upheld in the courts, making suspect any qualification that may be unrelated as a ruse for discrimination or at the least having the effect of discriminating against any class of persons of a particular sex or minority classification that is less likely than the majority group to have the particular superfluous qualification.

Labor Force: This term refers to all working people, plus those unemployed and actively seeking employment.

Landmark Case: Supreme Court cases which have had more impact on employment discrimination law than any other -- the lead case being Griggs v. Duke Power Co., 401 U.S. 424, 3 FEP 175.

Nepotism: The practice of showing favoritism to relatives or close friends or other employees over the applicants applying for positions. Nepotism has been found discriminatory to minorities because the system in crafts/apprenticeships, and so forth, resulted in keeping minorities out of the work force. On the other hand, anti-nepotism rules -- i.e., refusing to hire two members of the same family -- has also resulted in discrimination, particularly in higher education.

NLRA: National Labor Relations Act. This act protects employees' rights to practice collective bargaining and unionization.

Noncompliance: Failure to follow the conditions set out in an equal opportunity or affirmative action clause, and the regulations applicable through those clauses (i.e., CF4 Chapter 60).

Non-Exempt Employees: Employees that are covered by minimum wage and overtime provisions of the Fair Labor Standard Act (Wage and Hour Law).

Objectives: Similar to goals, a good-faith effort to meet goals through modifications in the employment procedures and practice.

OCR: Office of Civil Rights. OCR's are found in all of the various federal departments.

OFCCP: The Office of Federal Contract Compliance -- the agency within the U.S. Department of Labor that is designated by the DOL to be responsible for coordinating the effort and issuing guidelines for compliance with Executive Order 11246, as amended. Responsibility to oversee compliance with Executive Order 11246 according to Revised Orders 4 and 14 that are issued by OFCCP is further designated to various other agencies of the federal government.

OMB: Office of Management and Budget -- federal office responsible for management related coordination among agencies.

OPM: Office of Personnel Management -- federal office that replaced the Civil Service Commission.

Overt Discrimination: Open and clear discrimination; in law, more than preparation to discriminate, but the first steps taken to discriminate.

Parity: Equality. The ultimate goal of affirmative action programming is to achieve "parity" in a work force, i.e., women and minorities to be represented in every job category of a work force in a same proportion they are available in the total work force.

1. Population parity: A comparison of the percentage of protected classes in an organization with their percentage in the appropriate external labor force.
2. Occupational parity: A comparison of the percentage of the protected classes in distinct occupational categories in the organization with the percentage of these classes in the same categories in the appropriate external labor force.
3. Comparative parity: A comparison of an organization's utilization of the protected classes with other organizations in the same field.
4. Labor force parity: A comparison of an organization's utilization of the protected classes with the representation of those classes in the civilian labor force. These can be standard metro, geographic or State. We generally use statewide but in some instances it may be appropriate to use geographic area or to consider "availability" based on limitations due to professional requirements (i.e., lawyers, doctors, etc.).

Pattern and Practice: Repeated acts of discrimination resulting from formal or informal practices in employment, education or other areas that are derived from a broad context of social behavior which promotes discrimination.

Plant Wide Seniority: The privilege obtained by an employee resulting from a number of years of longevity in a job may be carried intact upon transfer from one department to another department of the same plant. (See "department seniority")

Predictive Validation: As distinct from concurrent validation (see also), predictive validation is a method by which a test is given to applicants and their test scores subsequently are compared with the criterion scores (see also) used for measuring their job performance. Predictive validation is the preferred method.

Pre-Employment Inquiries: Questions that are asked of applicants before hiring.

Preferential Treatment: To give an edge to one class of workers or applicant. Most often used today as relates to affirmative action efforts to bring about parity by including women and minorities in the work force, or in professional schools. Title VII does not require preferential treatment, but it can be ordered under Section 7036.

Present Effects of Past Discrimination: Current conditions which are the result of past discriminatory actions, policies, and/or practices.

Prima Facie: The elements necessary to support the claim have been presented and unless evidence can be presented to rebut the previous arguments, the claim will be supported. In the EEO area, when statistics of underutilization have been sufficient to make a prima facie case for discrimination, the unit is the responsibility of the employer to justify those statistics through "business necessity," BFOQ's, etc. (See Burden of Proof)

Probable Cause: A reasonable suspicion, supported by facts, that a law has been violated.

Program Analysis: A method of affirmative action planning and problem solving which outlines specific problems, objectives, action items, responsibilities, target dates, accomplishment dates and results.

Protected Class: Legally identified groups that are specifically protected by statute against employment discrimination. Unlike "affected class" which must be demonstrated, protected class status is automatically conferred upon recognized minority group members, females, etc., by virtue of the law or other court decisions interpreting the law. (See "affected class")

Protective Laws: Laws passed to protect women and children from being exploited by employers who required long hours of labor in harmful work environments. Work restrictive "protective" laws based on sex were made illegal by Title VII of the 1964 Civil Rights Act.

Qualified Handicapped Person: A qualified handicapped person, with respect to employment, is a disabled person who can perform the essential functions of a job with reasonable accommodation and who is eligible for appointment under County personnel regulations.

Quota: A term that describes the practice whereby a certain number of people of a certain class must be included or limits placed on the number of people who may be admitted. For example, until after World War II Jews admitted to professional schools were kept within certain spoken or unspoken quotas; more recently the numbers of women admitted to professional and other schools were limited to certain percentages of the total. Quotas should not be confused with goals and timetables required by Executive Order 11246. The term has also been misused to mean fixed hiring and promotion rates based on race, sex, etc., which must be met at all cost and do not take into consideration the availability, education, or training of the external labor force of protected class members, nor the employer's internal labor situation with respond to projected manpower requirements. Modified quotas may be imposed as a last resort measure by EEOC or the courts under Title VII, Section 7036, when all good-faith conciliation efforts have failed. (See Goals)

Race/Ethnic Identification: The five race/ethnic categories used by the Equal Employment Opportunity Commission: White, Black, Hispanic, Asian or Pacific Islander, and American Indian or Alaskan Native.

Racism: Describes any attitude or practice that results from attitudes or beliefs that place the member of any race into a category or describes characteristics to any race that are consciously or unconsciously based on culturally induced race related stereotypes.

Reasonable Accommodation: The changing of environments, schedules, or requirements to adapt to the known physical or mental limitations of a disabled qualified applicant or employee; may include job restructuring, part-time or modified work schedules, acquisition or modification of equipment or devices, the provisions of readers or interpreters, or other similar actions. (Required by the handicapped 503 and 504 regulations for qualified handicapped persons and by Oregon state law.)

Reasonable Cause: A determination made by the EEOC, after investigation of a charge of employment discrimination, that there is a basis to believe the charge is true.

Recruitment Area: The geographical area from which an agency draws applicants for employment.

Red Circling: The practice of payments of a designated higher rate which is applicable to a job which the employee is not then holding (i.e., an employee is paid at a rate established that is higher than that generally given for the work an employee presently performs). Used when minority workers, discriminated against by being kept in segregated jobs, keep the higher rates presently earned when they are permitted to transfer, or as the result of salary analysis when a worker is found to be paid higher than his job responsibilities warrant.

Rehabilitation Act of 1973: Federal laws to protect handicapped individuals in employment, in educational programs and other activities. (See "Handicapped Regs 503" and "Handicapped Regs 504")

Relevant Work Force: Total of all males and females, minorities and non-minorities who are qualified to perform a particular job and who are actively seeking employment.

Remedy: Is whatever is required to "make the charging party whole," that is, whatever would have (or would not have) happened had a violation not occurred.

Reprisal: An act of retaliation or "paying back" an individual for an action he or she has taken.

Retaliation: Arbitrary or capricious or acts characterized by abuse of discretion or clearly unwarranted exercise of discretion taken against anyone because he or she has opposed practices forbidden by civil rights law, or has filed a complaint or testified about a possible violation of the law.

Reverse Discrimination: A term used to describe alleged discrimination to a white male that results from a female or minority male obtaining advancement. The term, used emotionally, is redundant; discrimination is discrimination regardless of who is the loser or winner; and white males are also protected by the 1964 Civil Rights Act.

Revised Order No. 4: Issued by the U.S. Department of Labor, sets forth detailed requirements for developing an affirmative action program for the employment of women and minorities required by Executive Order 11246, including result oriented procedures to which a federal contractor must pledge good-faith efforts.

Revised Order No. 14: Issued by the U.S. Department of Labor, FCCP, established standardized contractor evaluation procedures for compliance agencies for conducting compliance reviews of contractors subject to Equal Employment Opportunity Requirements for the development of written affirmative action plans. The 1974 revision included "Standard Compliance Review Report" that explains steps required of compliance offices conducting a compliance review.

Right to Sue Notice: A notice by the EEOC to a complainant that says the EEOC in its investigation has found probable cause, conciliation has failed, the EEOC has decided to not carry case to court, but will release its findings to the complainant who may take the case to court within 90 days if the complainant wishes to do so, EEOC on request will issue a right to sue letter even if no probable cause has been found and/or the investigation is not concluded.

Section 503: See "Handicapped 503's"

Section 504: See Handicapped 504's"

Selection Procedures: Refers to the process for choosing the successful applicants for employment or advancement or for admission to a program.

Self Evaluation, Modification, and Remedial Action: Required by 504 and Title IX regulations to comply with their respective enabling laws. A different process from the prescribed affirmative action plans for employment devised by the OFCCP but designed to achieve similar ends -- parity for the protected classes. Emphasizes achieving nondiscriminatory programs and activities.

Sexism: Describes any attitude or practice that results from attitudes or beliefs that place the members of either sex into a category or describes characteristics of either sex consciously or unconsciously based on culturally induced sex related characteristics.

Sexual Harassment: Unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature when resulting in (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.

Sexual Preference: For the purposes of this plan, shall be limited to homosexual or bi-sexual relationships.

SMSA: Standard Metropolitan Statistical Area--the area of employee recruitment against which parity and utilization levels are compared. The SMSA may vary depending upon level of job class, availability of applicants, location of work station, etc.

Target Classes: Classes which agencies have identified for focused action, particularly for affirmative action purposes.

Target Date: The date by which an action items is to be completed. (Those action terms which are ongoing will use the target date as the date of initiation.)

Target Group: Protected groups on which agencies are to focus in their affirmative action efforts. Priorities are determined by the relative levels of underutilization.

Test: For the purpose of the plan, the term "test" is defined as any paper-and-pencil or performance measure used as a basis for any employment decision. The guidelines in this part apply, for example, to ability tests which are designed to measure eligibility for hire, transfer, promotion, membership, training, referral or retention. This definition includes, but is not restricted to measures of general intelligence, mental ability and learning ability; specific intellectual abilities; mechanical, clerical and other aptitudes; dexterity and coordination; knowledge and proficiency; occupational and other interests; and attitudes, personality or temperament. The term "test" includes all formal, scored, quantified or standardized techniques of assessing job suitability including, in addition to the above, specific qualifying or disqualifying personal history or background requirements, specific educational or work history requirements, scored interviews, biographical information blanks, interviews' rating scales, scored application forms, etc.

Systemic Discrimination: A pattern of discrimination throughout a place of employment (or program) that is the result of pervasive, interrelated actions, policies, or procedures.

Third Party Complaint: A discrimination in employment complaint that may be brought by an organization or an individual on behalf of a company's employees who themselves may remain anonymous.

Timetable: A scheduled period of time for meeting a goal or program objective.

Title IV (of the 1964 Civil Rights Act): Provides nondiscrimination in education on the basis of race, color, religion, and national origin.

Title VI (of the 1964 Civil Rights Act): Prohibits discrimination on the basis of race, color, religion, or national origin in federally assisted programs and activities including educational institutions. Employment is a factor under Title VI only where it is a primary objective of the federal assistance.

Title VII (of the 1964 Civil Rights Act): Federal law that prohibits discrimination on the basis of race, sex, color, religion, and national origin in employment. Federal financial assistance is not a factor under Title VII.

Title IX (of the Education Amendments of 1972, as amended): Federal law that prohibits discrimination on the basis of sex in educational programs and activities.

Underdistribution: Having fewer members of a particular group in a job classification than would normally be expected by their presence in the labor market.

Underutilization: Term used to describe the existence of a lower number of protected class individuals in a job category or classification than would be expected given their representation in the relevant labor market. Once underutilization is quantitatively established, the burden of proof rests on the employer to demonstrate that the underutilization is the legitimate effect of BFOQ and valid criteria of business necessity (also called under-representation).

Undue Hardship: An inappropriate, unsuitable and unnecessary barrier to the operation of a department.

Unfair Employment Practice: Those practices specified as discriminatory or unfair by covered acts and/or regulations.

Upward Mobility: The ability to advance to improved employment situation; affirmative action programs should be designed to provide training and/or grooming for affected class employees so they may be promoted and not held in dead end jobs.

U.S. Commission on Civil Rights: Federal agency established in 1957 to monitor anti-discrimination federal laws. The Commission has no enforcement power but holds hearing, conducts other research, prepares reports, and advises Congress and agencies on the status of civil rights enforcement. The only basis for refusing to provide reasonable accommodation to a qualified handicapped person. The factor to be considered in determining whether an accommodation would impose an undue hardship are:

- a) The overall size of the program or agency with respect to the number of employees, number and type of facilities and size of budget.
- b) The type of agency operation, including the composition and structure of the agency's work force.
- c) The nature and cost of the accommodation.

U.S. Department of Education: Established as part of the reorganization of the U.S. Department of Health, Education and Welfare in May 1980.

Utilization Analysis: An analysis conducted by an employer to determine whether or not minorities and women are employed in each major job classification (see Job Classification and Job Category) at a rate consistent with the availability of validly qualified minorities and women in the relevant labor market for the positions covered by each job category. A utilization analysis is a required element of any affirmative action plan (see also) developed under Revised Order No. 4 (see also).

Validation: A process to determine that a test accurately predicts/measures what it purports to measure. The importance of test validation came about as a result of the U.S. Supreme Court's 1971 Griggs decision ruling on pre-employment tests that disproportionately negatively affected the employment selection of minority candidates.

Veterans Assistance Act of 1972: Federal law requiring affirmative action in employment for Vietnam Era Veterans.

Veteran's Preference: A practice under which individuals who have served in the armed forces of the United States are given preferential treatment in hiring.

Vietnam Era Veteran: For the purpose of compliance with the affirmative action requirements of the Veterans Assistance Act of 1972, is defined as "a person (1) who (i) served on active duty for a period of more than 180 days, any part of which occurred between August 5, 1964 and May 7, 1975, and was discharged or released therefrom with other than a dishonorable discharge, disability within 48 months preceding the alleged violation of the Act, the affirmative action clause, and/or the regulations issued pursuant to the Act.

Voluntary Action: The taking of steps to overcome the effects of conditions that resulted in limited participation.

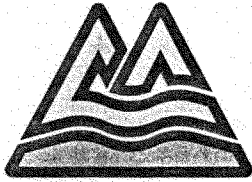
White: A person with origins from the people of Europe, North America, or the Middle East. Not of Hispanic origin.

Work Environment: The social, physical and psychological surroundings in which an employee works.

Workforce: The total of all permanent authorized positions within an department. Such positions in the classified service include only permanent full time and permanent part-time positions, excluding those specifically exempted by the appointing authority.

Workforce Analysis: A statistical study of the numbers and percentages of employees by race, sex, ethnic origin in each job category and rank for all employees of a specific employer. The analysis also includes an accounting of the utilization or underutilization of the protected class employee as compared with their availability in the relative workforce.

4506F/kd



MULTNOMAH COUNTY OREGON

106
J/62

BOARD OF COUNTY COMMISSIONERS
ROOM 605, COUNTY COURTHOUSE
1021 S.W. FOURTH AVENUE
PORTLAND, OREGON 97204

GLADYS McCOY •	Chair •	248-3308
PAULINE ANDERSON •	District 1 •	248-5220
GRETCHEN KAFOURY •	District 2 •	248-5219
RICK BAUMAN •	District 3 •	248-5217
POLLY CASTERLINE •	District 4 •	248-5213
JANE MCGARVIN •	Clerk •	248-3277

February 9, 1989

Ms. Linda Alexander, Director
Department of General Services
1120 SW Fifth
Portland, OR

Dear Ms. Alexander:

Be it remembered, that at a meeting of the Board of County Commissioners held February 9, 1989, the following action was taken:

Second Reading - An ordinance establishing County)
Policy on purchasing environmentally sound and)
re-usable, recyclable, recycled, and biodegrad-)
able products, and authorizing a five percent)
5% price preference for recycled paper products)
(1st Reading held January 26) R-3)

ORDINANCE
NO. 608

Copies of the above-entitled Ordinance were available to all persons wishing a copy. Ordinance was read by title only.

A hearing was held; no one from the public wished to testify.

Upon motion of Commissioner Anderson, duly seconded by Commissioner Kafoury, it is unanimously

ORDERED that said Ordinance be adopted.

Very truly yours,

BOARD OF COUNTY COMMISSIONERS

By

Jane McGarvin
Jane McGarvin
Clerk of the Board

jm
cc: County Counsel
Administrative Services
Purchasing

DATE SUBMITTED 1-19-88

(For Clerk's Use)

Meeting Date 1/26/89

Agenda No. R-5

REQUEST FOR PLACEMENT ON THE AGENDA 2nd Rd- 2/9/89

Subject: COUNTY PURCHASING POLICY R-3

Informal Only* _____
(Date)

Formal Only January 26, 1989
(Date)

DEPARTMENT DGS DIVISION Purchasing

CONTACT Martin Winch x5008; Lillie Walker/Roger Bruno x 5111 TELEPHONE _____

*NAME(s) OF PERSON MAKING PRESENTATION TO BOARD M. Winch, L. Walker & R. Bruno

BRIEF SUMMARY Should include other alternatives explored, if applicable, and clear statement of rationale for the action requested.

An ordinance establishing County policy on purchasing environmentally sound and re-usable, recyclable and recycled products, and authorization of a 5% price preference for recycled paper products. A biodegradable product suitable for its intended use shall be preferred to a non-biodegradable product. Contractors within County facilities shall follow this policy, except for the price preference.

(IF ADDITIONAL SPACE IS NEEDED, PLEASE USE REVERSE SIDE)

ACTION REQUESTED:

☐ INFORMATION ONLY ☐ PRELIMINARY APPROVAL ☐ POLICY DIRECTION ☒ APPROVAL

INDICATE THE ESTIMATED TIME NEEDED ON AGENDA

20 minutes

IMPACT:

PERSONNEL

☒ FISCAL/BUDGETARY Unknown as to the general policy. As to the 5% preference, impact depends upon fluctuating paper markets. Maximum would be 5% of paper budget, which would be \$11,850 in 1988-89. Long-term experience of State has been less than 1% premium paid.

☐ -General Fund

Other _____

SIGNATURES:

DEPARTMENT HEAD, ELECTED OFFICIAL, or COUNTY COMMISSIONER: Pauline Anderson

BUDGET / PERSONNEL 1

COUNTY COUNSEL (Ordinances, Resolutions, Agreements, Contracts) John DuBois

OTHER _____
(Purchasing, Facilities Management, etc.)

NOTE: If requesting unanimous consent, state situation requiring emergency action on back.

1989 JAN 19 AM 11:11
MULTNOMAH COUNTY
OREGON
BOARD OF COMMISSIONERS
COUNTY COMMISSIONERS

ord 608 To print shop 3/1/89

BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

ORDINANCE NO. 608

An ordinance establishing County policy on purchasing environmentally sound and re-usable, recyclable, recycled, and biodegradable products, and authorizing a five percent (5%) price preference for recycled paper products.

Multnomah County ordains as follows:

SECTION I. FINDINGS

A. The use of environmentally sound and recycled and recyclable materials benefits the environment by conserving natural resources and energy and by reducing pollution of air and water.

B. County purchase of environmentally sound products and products containing recycled and recyclable materials increases demand for these products, thereby making them more available locally, more widely used, and more economical.

C. The Oregon Legislature has established priority in methods of managing solid waste as follows: 1) reduce the amount of solid waste generated; 2) reuse material for the purpose it was originally intended; 3) recycle material that cannot be reused; 4) recover energy; and 5) landfill.

D. County purchase of environmentally sound products and products containing recycled and recyclable materials can be a model to local citizens, businesses and institutions to increase their purchase of such products.

E. To encourage the manufacture, supply and bidding of recycled products, the County can give preference to materials and supplies manufactured from recycled materials.

F. It is possible for the County to purchase more recycled paper with minimum added cost. A 5% price preference for recycled paper products is given by the State, is appropriate for the County, and is a better method than a "set-aside".

G. The County and the City of Portland jointly purchase and use paper. A joint approach is now feasible and desirable.

H. The use of retread tires and compost and barkdust which include recycled waste material is an environmentally sound and economically feasible practice under certain circumstances.

SECTION II. PURCHASING POLICY

A. It is the policy of Multnomah County to purchase materials and products which are environmentally sound in their manufacture, use and disposal.

B. The County shall develop purchasing procedures which assure purchase of products and materials which are, in order of preference, reusable, recyclable, and made from recycled materials. A biodegradable product which is suitable for its intended use shall be preferred to one which is not biodegradable.

C. The County shall use recycled paper when practicable, and will grant a 5% price preference on all paper products made from recycled paper. Recycled paper means paper that has a content of at least 50% recycled fibers or the maximum amount practicable. Four criteria will be applied in determining maximum amount practicable: (1) performance in accordance with applicable specifications; (2) availability at a reasonable price; (3) availability within a reasonable period of time; and (4) maintenance of a satisfactory level of competition.

D. The County shall require its contractors operating within County facilities to use, in the performance of the contract work, products and materials which are, in order of preference, reusable, recyclable, and made from recycled materials. A biodegradable product which is suitable for its intended use shall be preferred to one which is not biodegradable.

E. To the greatest extent practicable, the County shall use retread tires and compost and barkdust which include recycled waste material.

ADOPTED this 9th day of February, 1989,
being the date of its second reading before the Board of County
Commissioners of Multnomah County.

(SEAL)

BOARD OF COUNTY COMMISSIONERS
MULTNOMAH COUNTY, OREGON

By

Gladys McLoey
Gladys McLoey

Multnomah County Chair

APPROVED AS TO FORM:

Laurence Kressel, County Counsel
for Multnomah County, Oregon

By

John DuBay
page 2 of 2
1/19/89/5

ORDINANCE FACT SHEET

Procedure # 1201
Page #4 of 4

Title ESTABLISHING COUNTY POLICY ON PURCHASING

Effective Date _____

Brief statement of purpose of ordinance (include the rationale for adoption of ordinance, a description of persons benefited, and other alternatives explored).

Purposes: See Section I of ordinance

What other local jurisdictions in the metropolitan area have enacted similar legislation?

**City of Portland
State of Oregon (5% preference of recycled paper)**

What has been the experience in other areas with this type of legislation?

**5% preference/use of recycled paper reportedly has been
successful at State for several years.**

What authority is there for Multnomah County to adopt this legislation?
(State statute, home rule charter). Are there constitutional problems?

Home Rule Charter
ORS ch. 459 and 279.739

Fiscal Impact Analysis

Only identifiable and quantifiable fiscal impact is expected to be 5% price preference, which is variable with paper market. If maximum 5% were required in relation to 1988-89 budget, the impact would have been \$11,850.

See attached reports.

(If space is inadequate, please use other side)

SIGNATURES:

Office of County Counsel _____

Office of County Management _____

Department Head _____

PROCUREMENT POLICY

FINAL REPORT AND RECOMMENDATIONS

The City of Portland spends an estimated \$20 million a year on products - products that range from paper clips to wastewater pumps to dump trucks. The objective of Portland's recycling procurement policy is to guide the City to purchase products that are created from recycled material.

In purchasing these products, the City "puts its own house in order" as we request and encourage citizen use of recycled products and we are "priming the pump" for the creation and support of businesses that manufacture or sell products with recycled content.

Generally, four categories of products are targeted for a government recycling procurement policy: paper, landscaping material, motor oil and tires. Government recycling procurement policies are not new. Currently close to 20 states (including Oregon) have these procurement policies. Most focus primarily on the purchase of recycled paper.

Portland currently purchases some recycled material. Eighty percent of all paper toweling and tissue is from recycled paper. Some City bureaus use recycled paper for letterhead and brochures. All City computer paper currently has 20% recycled content. The Parks Bureau uses primarily recycled compost for City parks.

In developing a proposed procurement program, we focused on considerations of price, quality and availability. An analysis of the four targeted materials was conducted and is discussed below.

MOTOR OIL: Recycled motor oil can be substituted for new with no change in performance for most fleet vehicles. Mohawk Oil, a Canadian firm, is interested in supplying base recycled oil to local suppliers for conversion of various motor oil products. They believe it can be provided at a cost less than or identical to new motor oil. The City currently spends \$45,000 a year for motor oil.

Recommendation: The City of Portland will purchase recycled motor oil for appropriate fleet vehicles if available.

LANDSCAPING MATERIAL: All landscaping material now purchased by the City is a waste by-product of the lumber industry. The Parks Bureau purchases a small amount of wood shavings (\$11,000 annually) for use under play sets and barkdust (\$18,000 annually) for flower beds. Virtually all Parks compost material is a recycled product - primarily leaf compost and a small amount of sludge compost. Environmental

Services purchases sawdust (\$140,000) as a carbon source in the conversion of sludge to compost.

Although all this landscaping material is a waste by-product of some kind, increasing the market for recycled yard debris is an acknowledged community objective. Because of the City's limited use of compost material, it has limited opportunity to influence this market.

The City could consider requiring City contractors on City building projects to use compost recycled from yard debris for construction activity. This type of requirement would be included in project specifications and therefore be included in a contractors bid.

Recommendation: No action at this time until additional research can be conducted on appropriate construction project specifications for recycled material.

TIRES: Recapped tires are readily available for City tires and are considered appropriate for most vehicles in the City's fleet. Fire vehicles, police vehicles and some heavy automotive equipment are not well suited to the use of retread tires. The City currently spends \$200,000 a year on new tires for non-pursuit vehicles. Fleet Management has suggested the City retread its own tires for greater cost savings. This would require the purchase of some new tires to maintain an adequate stock of retreadable casings.

Recommendation: The City of Portland will retread tires except for non-pursuit and fire vehicles. New tires will be purchased as appropriate to maintain an adequate stock of retreadable casings.

PAPER: City purchase of paper falls into six categories. These categories with the annual costs now associated with them are listed here.

Tissue/Towels	\$ 90,000
Computer Paper	\$ 70,000
Copy Paper for bureau use	\$ 16,000
High Speed Xerographic Paper	\$100,000
Brochures, etc. and	\$400,000 (combined)
Bond (for stationery)	
 TOTAL	 \$676,000

The first three of these six categories are purchased through Portland's Stores operation. The remaining three that represent the largest amount and the largest expenditure are purchased through Central Service's arrangement with Multnomah County Stores. The combined estimate of Brochures and Bond also includes an unknown amount of County purchase of paper.

As shown in the attached Appendix B prepared by RCC/RIS consultants, recycled paper is currently available at a price similar to virgin. Bulk buying would likely drive down the costs in both categories. The

use of recycled high speed xerographic has been controversial in the State of Oregon print shop because it has not worked well, particularly on the new high speed Kodak copier. The City of Portland recently purchased the same copier. The use of recycled paper in the Kodak copier does not affect warranty provisions, but has resulted in more service calls. Appendix A (attached) documents Oregon's experience with this paper.

Most recycled paper prices quoted are from Conservatree located in San Francisco. They have assured us that they can supply and bid competitively with a 5% price preference on the paper products listed.

Recommendation: The City of Portland will use recycled paper if available. The City will grant a 5% price preference for recycled paper on all paper products. Recycled paper means paper that has a content of at least 50% recycled fibers and at least 10% must be from post-consumer waste consisting of paper cooked in chemicals and reduced back to pulp after it is de-inked. Post-consumer paper content will be reviewed on an ongoing basis by the Purchasing Agent for possible augmentation.

COST CONSIDERATIONS

Current cost estimates indicate that these recommendations will not increase City costs for these products. Even the 5% cost preference for recycled paper appears to be unnecessary. However, if fully used, this 5% could increase City paper costs by \$33,800. Experience in California indicates that their 10% price preference in effect since 1977 has

resulted in 4 to 25 percent of total paper purchased since 1978.

However, the additional amount paid as a result of this program is less than 0.2 percent over the length of the program.

LEGISLATIVE ACTION RECOMMENDED: The Task Force recommends a resolution be presented to City Council that directs the Purchasing Agent to adopt these recommendations. In addition, an ordinance will be prepared to amend Chapter 5.32 of the City Code to add the 5% price preference for recycled paper products.

KK:al

336:procure(policy)

APPENDIX A

STATE OF OREGON RECYCLED PAPER PROCUREMENT EXPERIENCE

Oregon's 5 percent price preference for recycled content paper has been in effect since 1975. Recycled content paper is defined as either 50 percent secondary waste or 25 percent post-consumer. Until this year the Department of General Services (DGS), which purchases between 1/7 and 1/3 of the State's paper, was either not able to find any recycled xerographic paper that passed routine tests or received no bids for this item..

The state made the transition to recycled paper after its virgin paper contract was cancelled for poor performance in January 1988. Buying occurred off-contract until March, when the recycled content paper contract took effect. In the interim, all paper underwent a large price increase. An official from DGS made a presentation to all agency heads to explain the situation, so that the higher prices would not be attributed to the switch to recycled paper, which was actually cheaper than virgin at the time.

This year recycled content paper is 90 percent of the xerographic paper purchased by DGS. The Department will spend approximately \$500,000 on this paper.

The department has had some problems with the recycled content paper. However, the department official contacted stressed that the department has eventually had problems with every type of xerographic paper it has purchased. Problems are characteristic of paper in general, not recycled paper in particular.

When the recycled content paper did not work well in the high speed copy machines, samples were sent to an independent lab for testing. The lab found that the troublesome characteristics, such as excessive curl, were related not to the recycled content, but to practices at the particular converter plant from which the Simpson xerographic paper originated.

The Department of Transportation (DOT) which spends approximately \$20,000 per year on xerographic paper, recently stopped using the Simpson paper. It experienced the same problems as GOS when running

it through high speed Kodak copiers. DOT will likely test the Simpson paper again, once problems at the converter plant are corrected.

A DGS official feels that without the recent directive from the governor concerning state agency use of recycled content paper, the procurement policy would not work well. She suggests that a similar directive from the mayor of Portland would help give purchasing agents more clout.

From Pennsylv.
report -
ch. 6

TABLE 6-11

STATE PROCUREMENT GUIDELINES FOR RECYCLED PRODUCTS

<u>State</u>	<u>Price Preference</u>	<u>Set-Aside</u>	<u>Requirements</u>	<u>Comments</u>
California	5% paper		50% recycled content (10% post-consumer waste)	
Connecticut			reporting only required	
Florida		paper	none	no enforcement
Iowa			paper only	request recycled content in all products
Illinois		paper	50% recycled content (post-consumer waste)	pilot program for paper
Maine			reporting only required	recycled purchases encouraged
Maryland		paper	40% of volume 80% recycled content (post-consumer waste)	5% of volume for first 3 yrs., 25% next 4 yrs., then 40%
Michigan		paper	50% post-consumer and secondary waste	recycled plastics and re- refined oil under review
Minnesota				procure recycled mate- rials when feasible; no enforcement
Missouri			paper (and other materials)	no enforcement
New Jersey	10% paper		45% of volume by 1990 (50% secondary waste)	asphalt, glass, crumb rubber for highways are under review
New York	10% paper		40% post-consumer waste	examining additional prod- ucts containing secondary materials
Ohio			paper (and other materials)	no enforcement
Oregon	5% paper		50% secondary waste or 25% post-consumer	other materials pre- ferably but not manda- tory
Rhode Island	5% paper		50% secondary waste of which 25% post- consumer	other materials pre- ferably but not manda- tory
Vermont		all products	50% secondary waste for paper	
Washington			50% post-consumer waste; definition includes secondary	in effect for tie bids, paper only

Note: Other states with the issue under study or legislation introduced include: Colorado, Indiana, Massachusetts, Nebraska, New Hampshire, North Carolina, Pennsylvania, Wisconsin.

Source: Franklin Associates, Ltd.

December 27, 1988

TO: Earl *Blumenau*

FROM: Barbara *Barbara George*

RE: Ordinance Authorizing a 5% Preference for Recycled Paper Products

1/24/88
R-5

Industry representatives have submitted letters and testified against the ordinance. I thought it would be helpful to list some of their major points and some responses to those points prior to Council discussion on December 28.

1. Industry point: Recycled paper won't be purchased locally

Response:

- a. history shows that state and local governments currently buy non-local paper (recycled and non-recycled)
- b. objective of the ordinance is to create demand for recycled paper and encourage mills to make recycled paper. Local mills could meet the challenge by installing deinkers or by utilizing mill scraps and reject paper. There are 35% Oregon Department of Energy tax credits available to assist mills.

2. Industry point: Utility logs and sawmill residuals now used to make paper will be disposed in landfills or wigwam burners.

Response:

- a. this assumes the market for paper will not expand
- b. there are other uses for these items which are better than disposal including composting

3. Industry point: Paper production is a complex issue--using recycled paper is difficult.

Response:

- a. there are 13 mills in 7 states making recycled paper
- b. we are extending a challenge to local mills to do this and are offering tax credits to help in the process

4. Industry point: Waste paper is the number 1 containerized export from NW ports to the Pacific Rim.

Response:

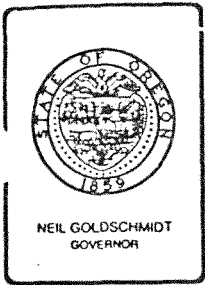
- a. this demonstrates that there is a supply of waste paper therefore it would be reasonable to develop recycling capabilities for this paper here in Oregon and Washington
- b. the supply of waste paper should increase as more and more local and state governments recycle paper

5. Industry point: Recycling activity actually decreased in states enacting recycling procurement preference laws (example is Maryland)

Response:

- a. this is not true. The State of Maryland reported higher recycling rates and staff there are angry that the paper industry is deliberately misrepresenting data.
- b. Maryland strongly supports price preference legislation and has reported that the state has saved money
- c. Documentation from Maryland will be submitted to Council

There will be people at Council on December 28 to testify in favor of this ordinance.



Department of General Services

GENERAL SERVICES BUILDING, SALEM, OREGON 97310 PHONE 503-378-2663

2151
RECEIVED
MAYOR'S OFFICE

December 23, 1988

The Honorable Bud Clark
Mayor of Portland
1220 SW 5th, Room 303
Portland OR 97204

Dear Mayor Clark:

This letter is in reference to the Portland City Council Meeting to be held Wednesday, December 28, regarding the adoption of a purchasing preference for recycled paper.

A preliminary point to consider is that both recycled and nonrecycled paper purchased on contract by the state have consistently been - and still are - from mills located outside the State of Oregon.

The State of Oregon views the 5% preference as an effective tool in encouraging vendors to supply recycled materials, including paper.

Our experience using recycled paper has been, and continues to be, successful in terms of product, performance, and price. We have had Simpson Emblem recycled xerographic paper on contract for all state agencies since January 1988. The paper is intended for offset and copier application. Although our experience with the paper has not been without problems, it has worked as well or better than any "virgin" xerographic paper the State has had on contract. Such paper is put on state price agreement only after testing and approval by the State Printer. Although we experienced much opposition from prospective users, after using it agencies found it works satisfactory in the majority of office copiers.

We hope that our efforts will increase the quality of recycled paper provided, while clearly conveying the message that we continue to demand quality recycled products as a priority in our state purchasing program.

Sincerely,

Marilyn Riedl
Executive Assistant to the Director

15398

PT/mH

Association of Oregon Recyclers

December 28, 1988

Chair

Bruce Walker, Recycling Coordinator
City of Portland
1120 S.W. Fifth, Room 400
Portland, Oregon 97204
(503) 796-7772

Secretary

Delyn Kies, Solid Waste Director
City of Portland
1120 S.W. Fifth, Room 400
Portland, Oregon 97204
(503) 796-7010

Treasurer

Mary Kanz, Executive Director
Mid Valley Garbage & Recycling Association
3680 Brooklake Road, N.E.
Salem, Oregon 97305
(503) 390-1370

Markets

Harold Rodinsky, Assistant Vice President
Schnitzer Steel Products Co.
P.O. Box 10047
Portland, Oregon 97210
(503) 286-5771

Legislation

Judy Roumpf
Resource Recycling, Inc.
P.O. Box 10540
Portland, Oregon 97210
(503) 227-1319

Education

Pat VeRnon, Associate Solid Waste Planner
Metropolitan Service District
2000 S.W. First
Portland, Oregon 97201-5398
(503) 221-1646

Special Projects

Jerry Powell
Resource Recycling
P.O. Box 10540
Portland, Oregon 97210
(503) 227-1319

Business Office

Sharon or Kathy
Computations
9747 S.E. Powell Boulevard
Portland, Oregon 97266
(503) 761-8075

Testimony Regarding City of Portland Recycled Paper Procurement Policy

The Association of Oregon Recyclers is a trade association representing secondary material markets, recycling processors, waste haulers, non-profit recyclers, governments and interested citizens that is dedicated to increasing recycling levels in Oregon.

Our association strongly supports the proposed ordinance that provides a five percent price preference for the purchase of recycled paper. Your action, along with the many other governments that have taken this step, will help create greater demand in the paper industry for recycled paper. This demand will provide more incentive for collection of waste paper, thereby increasing recycling levels and reducing amounts being landfilled.

Testimony presented last week by a paper industry representative indicated that recycling activity actually decreased in some states enacting recycling procurement laws and specifically cited the State of Maryland. That state has a long history of using recycled paper and is frequently used as a model for recycling procurement policy. Last week, a State of Maryland official indicated he was very angry that deliberately misleading information is being presented. He wishes he could be here to set the record straight: the State of Maryland supports the use of recycled paper, and quantities of recyclables collected in that state have increased in recent years.

Page 1 of 2

P.O. Box 66241, Portland, OR 97266
(503) 761-8075

Printed On Recycled Paper

Testimony was also presented which stated that this ordinance would lead to paper being purchased from mills out of the region. Presently, the State of Oregon and the City-County purchasing practices result in no high grade paper purchases from Oregon mills, whether it is recycled or non-recycled paper. The point is that this ordinance will help increase demand for recycled paper and clearly send a message to the local paper industry to produce more recycled paper as is done in the rest of the country.

The single greatest need in the recycling industry is more demand for recycled products. This ordinance is a very positive step in creating greater demand. You are not alone in taking this step as 24 states, including Oregon, have similar laws. The federal government has mandated that beginning next year all agencies receiving federal monies to procure paper must use recycled paper.

In conclusion, our association urges your support of the recycled paper procurement policy to fully develop a comprehensive recycling program for the City of Portland. Purchase of recycled paper will complement the efforts of collecting recyclables that is being asked of citizens, businesses and City employees.



Department of Environmental Quality

811 SW SIXTH AVENUE, PORTLAND, OREGON 97204-1390 PHONE (503) 229-5696

PROCUREMENT OF RECYCLED MATERIALS

TESTIMONY BY THE DEPARTMENT OF ENVIRONMENTAL QUALITY BEFORE THE PORTLAND CITY COUNCIL

December 28, 1988

Thank you for the opportunity to comment on the recycling procurement legislation. For the record, I am David Rozell, Manager of the Waste Reduction Section of the Department of Environmental Quality, representing the State of Oregon. With me is Peter Spendelow of my staff.

The priorities of solid waste management adopted by the State Legislature place highest emphasis on the reduction, reuse, and recycling of waste over landfilling. To recycle a material requires that someone take that material and make it into a new useful product, and the State has expended much effort to encourage that businesses in Oregon do recycle materials into new products. Some of the incentives that we provide include:

1. Adjustment of state specifications for procurement of items to promote the purchase of items made from recycled materials.
2. Up to a five percent price preference for items made from recycled paper, similar to the ordinance now under consideration by the Portland City Council.
3. Tax credits of 35% from the Department of Energy, ^{and} and presently up to 50% from the Department of Environmental Quality for the purchase of equipment and facilities used for recycling.
4. Promotion and assistance of recycling collection, to ensure a strong and steady supply of material for recycling.

These incentives provided by the State have been substantial. For one company alone (formerly Publisher's Paper - now Smurfit Newsprint), the tax credits from the Department of Environmental Quality have totaled in the tens of millions of dollars for the construction of newspaper deinking facilities and installation of pollution control devices. The result is two mills that recycle more than 1,000 tons of newsprint per day - more than the total amount of newspaper sold in Oregon each day.

Most copier and printing paper purchased by the State of Oregon this year contains recycled paper. Attached to this testimony is a letter from the Department of General Services concerning their experience with recycled paper. General Services has found that using recycled paper "has been, and continues to be, successful in terms of product, performance, and price".

Although the State allows a five percent price preference for recycled paper, in the last bid the lowest qualifying virgin xerographic paper was about the same price as the recycled paper, so there was no net cost for switching to recycled paper. Local governments have the option of using the state price agreement for purchasing their own supplies, so the City of Portland and Multnomah County can use the state contract for purchasing their paper if you so desire. This testimony and the attachments are all on the xerographic recycled paper purchased under the State contract.

If we are to increase the demand for recycled products, it is important that as many governments and institutions as possible join together to "buy recycled". To this end, the state governments in Oregon, Washington, California, and many other states have officially adopted a preference for purchase of recycled products.

Metro, the regional government in the Portland metropolitan area, has adopted a waste reduction program that also calls for the purchase of items made from recycled materials by the local governments and institutions in the Portland area. Metro plans to work with local governments in the next two years to encourage the adoption of policies leading to greater use of recycled materials, such as the ordinance now before City Council.

One final note concerns the argument that deinking facilities create pollution. The production of paper from virgin materials creates far greater pollution problems and pollution control costs than the deinking and production of paper from recycled materials. In addition, the ink residues in paper hold the potential to cause pollution regardless of whether they are landfilled directly or landfilled after being recovered from a deinking facility. If you want to help reduce potential pollution, buy recycled products in preference to virgin products.

In summary, the State of Oregon strongly endorses the proposed efforts by the City of Portland to help encourage recycling and the use of recycled material. I would be happy to answer any questions you may have.

Every ton of recycled paper:

1. Saves approximately 17 trees.
2. Saves 4100 kwh energy. (That's enough to power the average home for 6 months.)
3. Saves 7000 gallons of water.
4. Keeps almost 60 pounds of air pollution effluents out of the air.
5. Is produced in a cleaner, less toxic process than non-recycled paper.
6. Eliminates 3 cubic yards of landfill material and reduces need for more landfills.
7. Turns "trash" into valuable resources.
8. Saves taxpayers waste disposal costs.

A Successful Recycled Paper Procurement Policy

1. Mandatory 10% procurement price preference
2. Standard definition of recycled paper
3. Review of specifications to allow maximum procurement of recycled paper
4. Bidding allowed on separate line items
5. Provision for recycled paper availability irrespective of contract award
6. Mill certification of recycled content
7. Extension of procurement regulations to all local governments and state-funded institutions
8. Extension of procurement regulations to all printing contracts and paper contracts
9. Establishment of minimum 25% target for procurement of recycled paper
10. Record-keeping to track success of program and adjust as necessary to meet target.

Dioxin Formation In Paper Making

The National Dioxin Study conducted by the U.S. Environmental Protection Agency, revealed that pulp and paper mills are a major source of dioxin pollution. Dioxins are contaminating fish and birds which live downstream from paper mills and are present in most paper products. Dioxin is the name given to many substances in a group of 210 related chlorine-containing compounds. It is the unwanted by-product of many chemical processes including paper making. Dioxin has been shown to cause birth defects, cancer, and immunological problems in laboratory studies.

Dioxins are formed during the chlorine bleaching process in paper making. The problem is most severe in the manufacturing of bleached kraft paper because it requires a five or six stage bleaching sequence. Higher grade papers, such as printing papers, are made from the sulfite pulping process. The sulphite process requires fewer bleaching stages and less chlorine, resulting in less dioxin formation. Newsprint is not bleached and is manufactured with mechanically processed pulp, which results in no dioxin pollution.

Recycled paper manufacturing results in less dioxin pollution than the equivalent virgin paper. Some recycled papers are not bleached and all others require considerably less bleaching than virgin paper because they are manufactured from previously bleached waste paper. Heat is a significant factor in the formation of dioxins and recycled paper is manufactured at a lower temperature than virgin paper, resulting in less dioxin formation.

Alternative bleaching techniques are being used by paper mills in Europe. Oxygen, peroxide, and sodium hydroxide are being used instead of chlorine. Although the cost to convert a paper mill from chlorine bleaching to oxygen bleaching is in the millions of dollars, there is considerable savings in the cost of bleaching chemicals, in addition to the value of protecting human health and the environment. Of all bleached paper products, coffee filters are suspected as posing the highest health risk. Unbleached filters are now on the market.

The paper-dioxin issue was brought to the public's attention by Greenpeace, an international environmental organization. According to documents leaked to Greenpeace, the EPA and the pulp and paper industry joined together to suppress and downplay evidence that a significant percentage of paper goods contain dioxin and that the pulp and paper industry is a major source of dioxin pollution. Greenpeace has issued its own technical report on the paper-dioxin issue titled No Margin of Safety. The EPA is starting to develop regulations for controlling dioxins from pulp and paper mills. For more information on the paper-dioxin issue contact: Greenpeace USA, 1017 W. Jackson Blvd., Chicago, IL 60607.

Paper ingredients may vary depending upon the type of paper being produced. The average ton of paper manufactured uses:

31,500 gallons of water

51 pounds of sulfur

80 pounds of magnesium hydroxide

267 pounds of lime

55 pounds of salt cake

59 pounds of caustic

89 pounds of chlorine

129 pounds of starch

2 cords of wood

103 KWH of power

165 gallons of fuel oil

82 pounds of talc

28 pounds of synthetic fibers

52 pounds of alum

133 pounds of clay

14 pounds of rosin

16 pounds of dye and pigment

Subsidized Timber Sales Encourage Use of Virgin Pulp

The U.S. Forest Service is subsidizing use of virgin wood pulp by selling timber in our National Forests below cost. The Forest Service, manager of 22% of the nation's timberlands, lost more than \$2 billion on its sales during the last 10 years. Taxpayers cover the cost of these subsidized timber sales and are effectively paying to shrink the market for recyclable waste paper.

The Forest Service significantly lowers the price of virgin pulp by leasing large areas of national forest each year regardless of market demand. Limiting sales would make virgin pulp more expensive compared to waste paper pulp and would encourage paper companies to manufacture recycled paper instead of virgin paper.

While the Forest Service encourages excessive timber harvesting, the world's forests are being cut faster than they grow. Tropical forests continue to be decimated partially due to pulpwood demand. Paper products use about 35% of the world's annual commercial wood harvest, and are projected to use 50% by the year 2000.

The practice of selling timber below cost depletes wildlife habitat and forces continued reliance on virgin materials. Instead of doubling the timber harvest from National Forests by the year 2030, as is currently planned, sales should be reduced as long as waste paper is under utilized. Setting aside publicly-owned forests for wilderness and parkland would both assure forest protection and encourage paper manufacturers to buy waste paper. For more information on below cost timber sales, contact The Wilderness Society, 1400 Eye St. NW, Washington, DC 20005.



Department of General Services

GENERAL SERVICES BUILDING, SALEM, OREGON 97310 PHONE 503-378-2663

November 1, 1988

Pat Merkel
Metro
2000 SW 1st Avenue
Portland OR 97201-5398

RECEIVED

FILE CODE:
METRO SOLID WASTE DEPT.

RE: Recycled Xerographic Paper

Dear Pat:

This letter to summarize the State of Oregon's experience with recycled paper.

Since January 1988 the State has had the Simpson Emblem recycled xerographic paper on contract for all state agencies. The paper is intended for offset and copier application. The paper has worked as well or better than any "virgin" xerographic paper the State has had on contract. Such paper is put on state price agreement only after testing and approval by the State Printer.

Although we experienced much opposition to use of the recycled paper, after using it, agencies have found it works acceptably in all office copiers except the large Kodak copiers, because of performance problems, i.e., jamming, therefore, state agencies using the large Kodak copiers have been exempted upon request from using this particular recycled paper. In offset application we have had some production problems, but those problems have been typical of problems experienced with "virgin" paper.

Because there are so many types and grades of paper, and applications for paper, it is impossible to make a blanket statement that recycled paper is equal or better than virgin. For every product there is a specific purpose - we endeavor to find the most suitable purpose and performance ability for each paper. What we have found is that this particular paper has been tested and approved as performing satisfactorily in all copier applications other than those noted above. The upside to using it, is that it costs less, regardless of statutory preference, than "nonrecycled" xerographic paper of the same grade, which is surprising as it has historically been more expensive than virgin paper.

Marilyn Riedl
Executive Assistant to the Director

14808

Maryland

DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

Division of Community Assistance
Maryland Energy Office

45 Calvert Street
Annapolis, Maryland 21401-1907
(301) 974-2190

William Donald Schafer, Governor
Jacqueline M. Rogers, Secretary

August 8, 1988

The Honorable Delaine Eastin
Member of the State Assembly
State Capitol, Room 2196
Sacramento, California 95814

Dear Assemblymember Eastin:

Thank you for the opportunity to respond to the concerns raised by the American Paper Institute, paper companies and the California Department of General Services concerning AS 3746.

Maryland has been a leader in purchases of recycled paper products. State, local and private organizations have purchased over \$20 million worth of recycled paper products since our law was enacted in 1977. In most cases, the recycled paper was purchased at a lower cost than equivalent virgin products.

The major comment in the letters is that "statistics show that there is no correlation between a state having a preference purchasing program and the growth of recycling in the state." The evidence provided shows that usage of wastepaper declined 39% over 5 years in Maryland (with a preference program) while use in Southeastern states (without a preference) increased 40% over the same period. One letter from James River concludes that states "that have initiated preference programs for recycled products have found that recycling activity actually decreased."

These statistics are misleading because they reflect consumption of wastepaper by mills in the state, not actual recycling level. During the 1982-87 period discussed, several plants in Maryland closed down, while during the same period, there were major expansions in the Southeast, especially in Georgia. Interestingly, some of the wastepaper used in the Southeast actually came from Maryland. Certainly, any state would prefer to have their wastepaper used within their own borders. It is more important, however, to keep paper out of the landfill by having it recycled. California has followed this policy by more than doubling its exports between 1982 and 1987.

The Honorable Delaine Eastin
Page 2
August 8, 1988

It is also interesting to note that the largest increase in wastepaper use of all the states mentioned occurred in California, which is the only state with a price preference.

There needs to be much more research on the correlation between purchasing programs and recycling activity. A majority of the 22 states (representing over 60% of the U.S. population) with laws favoring the use of recycled products enacted their laws from 1986-88, and many other states with older laws have done little to expand their use of recycled products. EPA just promulgated guidelines for federal purchases of recycled paper on June 22, 1988. (Three other product guidelines - retread tires, rerefined oil and insulation products - will be final by next February). As these programs are implemented, it will be easier to judge their effect on recycling.

Other factors must be recognized. There are government efforts (especially in the Northeast) to establish common definitions and specifications for recycled paper products. A recycled products directory should be published within the next 2 years. Private organizations are following government's leadership and buying recycled products. These new efforts should greatly expand the market for recyclable paper and other products.

The second major concern about the bill is that it will increase costs to the state. While it is impossible to predict the actual costs (because of fluctuating market conditions), the actual increases in California (with a 5% preference) and New York (with a 10% preference) have only been 1-2%. These costs are also initial costs only, and do not reflect savings from diverting material from the waste stream, or savings in energy use. Further, while vendors may admit that their products are recycled (as DGS suggests), they would have to meet the requirements for recycled material use, be within 10% of virgin products, and be lower priced than competing recycled product manufacturers. These factors should keep costs lower.

Several letters claim that the legislation will hurt California businesses, although they provide no evidence to support the claim. While it is difficult to determine the impact, certainly it is feasible that businesses collecting recyclables in California could expand to provide raw materials. California manufacturers could expand their use of recycled materials.

In order to recycle large volumes of our solid waste stream, it will be necessary to expand markets to absorb the volume. Government procurement programs can have a direct effect on the market since government purchases represent 20-21% of GNP (7-8% federal, 12-13% state and local). These programs can also influence private companies to increase their purchases. By these programs, we can help ensure adequate demand for recyclable materials.

The Honorable Delaine Eastin
Page 3
August 6, 1988

I hope I have answered your questions. If I can provide further assistance, please contact me at (301) 974-3751.

Sincerely,

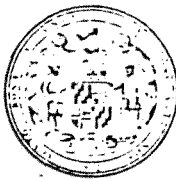
Richard Keller

Richard Keller
Supervisor
State Energy Conservation Program

RK/das

*Long
John
this*

DAVID W. HORNBECK
STATE SUPERINTENDENT



SPECIAL EDUCATION TTY 859-2666
VOC-REHABILITATION 859-2252

RECEIVED

MARYLAND STATE DEPARTMENT OF EDUCATION

200 WEST BALTIMORE STREET
BALTIMORE, MARYLAND 21201
(301) 659- 2200

APR 18 1986

MARYLAND ENERGY OFFICE

April 11, 1986

RECEIVED

APR 14 1986

BOARD OF EDUCATION
SCHOOL ...

To: All Superintendents of Schools

Buying recycled paper is an important way to save energy. Each ream of recycled paper that is purchased represents an energy savings equivalent to nearly one gallon of heating oil. Recycled paper purchases are also beneficial in that they reduce the amount of paper landfilled and conserve our forest resources.

The State of Maryland, Local governments and private agencies have purchased over \$18.5 million worth of recycled paper products since 1977, saving enough energy to heat approximately 9,552 homes for a year. We would like the schools in each local education agency (LEA) to participate in this important conservation effort by purchasing recycled paper products.

Recycled bond paper, suitable for printing, typing, and duplicating purposes, is available from the State warehouse in Jessup, telephone number 799-7177. Recycled paper towel and corrugated boxes are also available from the warehouse. If you are interested in buying recycled letterhead, contact State Use Industries at 659-4343. Other recycled products may be available from private vendors. Please review your current purchases of recycled paper products to determine where you can use recycled paper. These recycled products are comparable in quality and price to similar virgin products.

In addition to supporting the State effort, the purchase of recycled paper can be an important educational tool in making our students aware of the importance of using recycled products. If you have any questions, or need more information, please contact Richard Keller at the Maryland Energy Office, 225-1810.

Sincerely,

DAVID W. HORNBECK
State Superintendent of Schools

DWH/lpj



Department of General Services

1225 FERRY STREET SE, SALEM, OREGON 97310

C Young
SB

February 16, 1988

TO: State Agencies

FROM: Dan Simmons, Director
Department of General Services

SUBJECT: Recycled Xerographic Paper
Oregon Administrative Rule 125-30-030, Recycled Paper Policy

The State has awarded a contract for recycled xerographic paper. Testing shows that it meets all performance standards for use in high-speed copiers. Since the price of recycled xerographic paper is within 5% of non-recycled it is mandatory that state agencies purchase it.

Agencies may order this paper directly from Supplyways Paper Company, Portland, Oregon, through price agreement no. 7573 in quantities of 200 cartons (10,000 lbs) or more, or purchase lesser quantities through Central Stores.

05111/cn

cc: ~~Fred Hanson, Dept. Environ. Quality~~
Gail Achterman, Governor's Office,
Assist. on Natural Resources

Waste-Zone & Solid Waste Division
Dept. of Environmental Quality

RECEIVED
FEB 23 1988

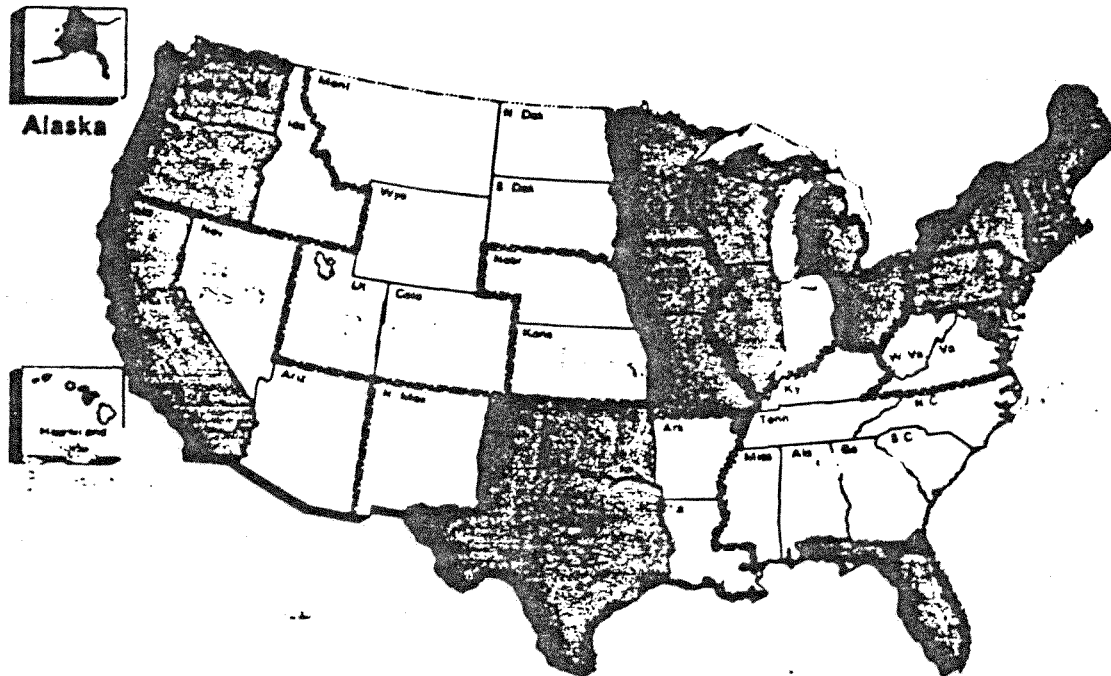
DEPARTMENT OF ENVIRONMENTAL QUALITY
WASTE-ZONE & SOLID WASTE DIVISION

OFFICE OF THE DIRECTOR

DRAFT

STATES FAVORING RECYCLED PRODUCTS

SEPTEMBER 1988



The 24 states shown above represent over 70 % of the U.S. population, or about 170 million people.

9/20/88

STATE	YEAR	PAPER ONLY	SECONDARY WASTE	POST-CONSUMER	TERMS DEFINED	PROVISION	INNOVATIONS
OK	1988	Yes	--	--	All	General	Annual progress reports; annual review of recycled paper content specifications; procedures to reduce paper use; creation of fund.
1988 Okla Sess. Laws Enrolled Bill No. 435, Title 74 Secs. 85.50-85.57							
OR	1975	No	50% or	25%	Secondary & post- consumer	5% price preference	Provision for recycled paper availability, irrespective of contract award.
Or. Rev. Stat. Sec. 279.733							
PA	1988	No	--	--	--	5% price	Mandates state agencies to follow new federal procurement preference guidelines for products made with recyclables. Annual report.
Penn. Laws, Act 101, Secs. 1504-1511 Report of the Committee on Conference S.B. No. 528							
RI	1985	No	50% or	25%	Secondary & post- consumer	5% price preference	Inter-agency cooperation for paper products and products that could contain recyclable material.
R.I. Gen. Laws Sec. 42-11-14 (1986)							
TX	1979	Yes	--	--	General	No	Separation, collection, sale of waste paper generated by state government offices.
Tex. Blue Sky Code Ann. Sec. Art. 601b Sec. 3.21 (Vernon 1988)							
VT	1987	No	--	--	None	Set-aside	15%/88, 25%/90, 40%/93 life cycle cost analysis. all products
VT Stat. Ann. Tit. 29, Sec. 903(d) (1987)							
WA	1982	No	--	--	Postconsumer & secondary	General	Use of a weighting factor (amount of recycled content in product), bidder statements of percentage recyclables in products.
* 1988 1988 Wash. Sess. Laws, Sub. Sen. Bill No. 6446, Sec. 2(3) to be codified in Wash. Rev. Code Sec. 43.19.537							
WI	1988	No	--	--	None	General	Annual reports, agency office waste paper separation, collection program - recovery of 50% of all waste paper by 1/1/90.
1987 Wisc. Act 292, Sec. 16.15, 16.70(11) and (12), 16.72(2)(e) and 16.855(10p)							
I. STATE ACTIONS -- B. REPORTING ONLY							
ME	1987	--	--	--	None	Annual	State efforts, activities to buy recycled items. reports
Me. Rev. Stat. Ann. Tit. 5, Sec. 1812-A (1987)							

*Amended

...CON 20

9/20/88

STATE	YEAR	PAPER ONLY	SECONDARY WASTE	POST-CONSUMER	TERMS DEFINED	PROVISION	INNOVATIONS
-------	------	------------	-----------------	---------------	---------------	-----------	-------------

I. STATE ACTIONS -- C. RESOLUTIONS

MI	1971	Yes	25%	--		Set-aside	Market development studies. = 50%
Mich. Exec. Order No. 1988-2, Feb. 4, 1988							

I. STATE ACTIONS -- D. EXECUTIVE ORDERS

IL	1988	Yes	--	--	None	General	
----	------	-----	----	----	------	---------	--

Ill. Admin. Order No. 2 (1988)

MA	1988	No	--	--	None	General	Draft regulations propose a 10% price preference, an annual market analysis, purchase of recycled paper, steel, aluminum, polystyrene (including foam bowls, cups, saucers, trays, platters, hinged-lid food containers), soil supplements, and recycled plastics (i.e., trash bags, sewer pipes, and drainage pipes).
Mass. Exec. Order No. 279, May 18, 1988							

II. COUNTY/CITY ACTIONS -- A. LAWS

Anne Arundel County, MD	1978	Yes	80% inc.	80%	Secondary	Set-aside	25%/80, 50%/81 cut paper for print shop only.
-------------------------	------	-----	----------	-----	-----------	-----------	---

New York City	1987	Yes	--	--	Secondary	10% price preference	Purchasing to set percentage of recycled content; annual report due December 1988.
---------------	------	-----	----	----	-----------	----------------------	--

Phila., PA	1987	Yes	--	--	Secondary	10% price preference	Revise all product specifications to prefer recycled content; annual report.
------------	------	-----	----	----	-----------	----------------------	--

Suffolk County, NY	1988	No	--	--	Secondary	General	Review, revise current specifications to eliminate bias against products made with recycled materials; study of possible incentives to increase availability and use of secondary materials; source separation and collection of state office waste paper.
--------------------	------	----	----	----	-----------	---------	--

II. COUNTY/CITY ACTIONS -- B. RESOLUTIONS

Austin, TX	1986	No	--	--	None		Evaluate paper set-aside; recycled paper purchases - 20%/86, 40%/88, 60%/89.
------------	------	----	----	----	------	--	--

*Amended

Following is a summary of current local and state laws/resolutions that promote the purchase of products manufactured with recycled materials.

I. STATE ACTIONS -- A. LAWS

<u>STATE</u>	<u>YEAR</u>	<u>PAPER ONLY</u>	<u>SECONDARY WASTE</u>	<u>POST-CONSUMER</u>	<u>TERMS DEFINED</u>	<u>PROVISION</u>	<u>INNOVATIONS</u>
AK	1988	No	--	50%	None		Requires state, municipal, and school district offices to purchase Alaska recycled products when they are of comparable quality, price and appropriate for the intended use. Commerce commissioner sets value of products, produce annual list of qualified recycled products.
1988 Alaska Sess. Laws, Ch. 63							
CA	1977	Yes	50% inc.	10%	Secondary, post-consumer	5% price preference up to \$50,000	Sell recycled revenues offset preferences paid; allows recycled preference to be combined with small business or other economic incentives, total limited to \$100,000.
*	1986						
Cal. Pub. Cont. Code Secs. 1039-10399 (West 1988)							
CT	1987	No	--	--	None	Maximum 10% price preference	Schedule of minimum purchases recommended price advantage.
	1988						
Conn. Pub. Acts 231, Sec. 1							
FL	1983	No	--	--	None	10% price preference	Analysis of alternative products made with recyclables, requests for evaluation of products made with recyclables, bidder statement of recyclable content, emphasize construction materials.
*	1988						
Fla. Stat. Ann. Sec 282.32 (West 1988) 1988 Fla. Laws 88-130, Secs. 48-49							
IL	1986	Yes	--	40%	Post-consumer	General	Annual report, agency waste paper collection program; purchase of office paper, forms with 40% recycled content; total state purchases of recycled paper: 10%/89, 25%/92, 40%/96; sell recycled revenues offset cost of recycled paper.
*	1988						
1988 Ill. Sess. Laws, H.B. 3389, Ch. 111 1/2, Sec. 2215, par. 1022.15							
IA	1987	Yes	--	--	None	General	Request recycled content on all likely products.
Iowa Code Ann. Sec 18.18 (West 1988)							

* Amended

CONTINUED...

Source: Information for this report was collected by Richard Keller, Energy Office, Div. of Community Assistance (Annapolis, MD); Jerry Huntley, Conservatree (Washington, D.C.); and Nancy Vandenberg, Markets for Recycled Products (New York, NY).

For more information or if you have any additions, deletions or corrections that need to be made to this report, please call Ann Mattheis, (202) 463-2433, American Paper Institute, Washington, D.C.

STATE	YEAR	PAPER ONLY	SECONDARY WASTE	POST-CONSUMER	TERMS DEFINED	PROVISION	INNOVATIONS
MA	1988	Yes	--	--	None	General	Requires state offices to purchase recycled paper products. Similar to Executive Order No. 279.
	1988 Mass. Sess. Laws S.B. 1176, Ch. 87						
MD	1977	Yes	80% inc.	80%	Secondary	Set-aside	Wide publicity and monthly reports.
*	1988	No				40% by '85	
	Md. State Fin. & Proc. Code Ann. Sec. 11-146 (1987)						
	H.B. 714, 1988 Md. Sess. Laws, Ch. 536						
MI	1980	No	--	--	None	General	Procurement of recycled products test program; report on findings.
*	1987						
	Minn. Stat. Ann. Sec. 115A.48, Subd., 3 (West 1988)						
MO	1974	No	--	--	None	General	Annual report; initiate recycling programs within state government; expand state contracts for purchase of recyclables.
*	1986						
	Mo. Ann. Stat. Sec. 34.031 (Vernon 1988)						
NH	1988	No	--	50%	Post-consumer	General	Vendors required to provide recycled content on all bids for paper, paper products.
	1988 N.H. Sess. Laws, H.B. 862, Ch. 227						
NJ	1987	No	50%	--	Secondary & post-consumer	10% paper price pref.	Total state purchases of recycled paper: 10%/87, 30%/88, 45%/89. Products covered include newspapers, office papers, paper napkins, towels, corrugated, cardboard, construction material, toilet tissue, other paper products containing not less than 10% non-cellulose materials.
	N.J. Stat. Ann. Sec. 52:34-23 (West 1988)						
NY	1980	Yes	40%	--	Secondary	10% price preference	State agency source separation waste paper program; annual reports; required emblem on all recycled paper products purchased by state agencies; study of market supply/demand for recyclables.
*	1986						
	1988						
	N.Y. State Fin. Law Sec. 177 (McKinney 1988)						
OH	1980	No	--	--	None	General	
	Ohio Rev. Code Ann. Sec 1502. 03 (J) (Page 1987)						

*Amended

...CONTINUED

9

Manufacturer: Washington and Oregon Pulp Mills

41% derived from utility logs
47% chips and residue
12% waste paper

Pulp and paper produced in 1984: 6,799,000 short tons using 12% recycled fiber (817,000 short tons)

Export: West coast exports 399,000 short tons per year. Waste paper is the number one containerized export for the west coast. No. 5 from Seattle at 230,000 short tons per year.

Data compiled from MWPPA surveys, American Paper Institute data on waste paper use and the 1984 Washington Mill Survey by the Washington State Department of Natural Resources.



FAR WEST FIBERS, INC.

Wastepaper Statistics

(provided by Mary Sue Smith of Far West Fibers, Beaverton)

Worldwide: U.S. Export shipments through August 1988 - 3,664,737 tons, an increase of 31.6% over first 8 months of 1987.

Domestic: Consumption through September 1988 - 15,060,900 tons, an increase of 3.5% over first 9 months of 1987.

Statewide: 2,200 tons per day = 66,000 tons per month.
(About 800,000 tons per year of news and old corrugated.)

Willamette Industries, Albany
Georgia Pacific, Toledo
Weyerhaeuser, Coos Bay

Approximately
1,100 tons per day,
corrugated

Smurfit, Oregon City & Newberg

Approximately
1,100 tons per day,
news

Willamette Industries in Albany began recycling wastepaper in 1955. Since that time recycling wastepaper into new finished paper products has become a preferred method of handling solid waste in Oregon. Most Oregon Paper Mills have either converted to or expanded their use of recycled wastepaper. Recycled content will vary from paper product to paper product depending upon specifications and end use. Some products contain as little as 5% recycled content while others are 100% recycled.

In these two grades of paper (OCC & news) Oregon recycles about 800,000 tons per year. Washington recycles about 100,000 tons per year.

1% of U.S. population lives in Oregon; yet 5% of all wastepaper is consumed in Oregon.

The following information has been taken directly from the Federal Register, Wednesday, June 22, 1988, 40 CFR, Part 250.

Guideline for Federal Procurement of Paper and Paper Products containing Recovered Materials; Final Rule

EPA requires that any procuring agency using appropriated Federal funds to procure that item must purchase such items containing the highest percentage of recovered materials practicable.

In 1988, about 80 million tons of paper and paper products were consumed in the U.S.A., of which about 21.6 million tons were recovered for recycling and about 50 million tons were disposed of, primarily in municipal solid waste landfills. This is about half of all manufactured product waste appearing in municipal solid waste and about 35 percent of all municipal solid waste discarded (principally from households, commercial businesses, and institutions). By any measure, paper and paper products constitute a major portion of solid waste in this country.

The nation spends more than \$9 billion annually on solid waste disposal. Most communities are running out of landfill capacity, and the siting of new landfills has become very difficult. Thus, activity to promote recovery and reuse of paper and paper products is a matter of national priority both to reduce the cost of disposal and to extend the life of existing landfills.

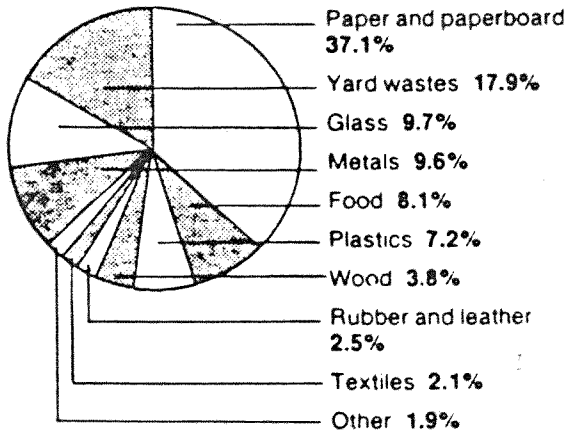
The New York Times

Monday, June 29, 1987

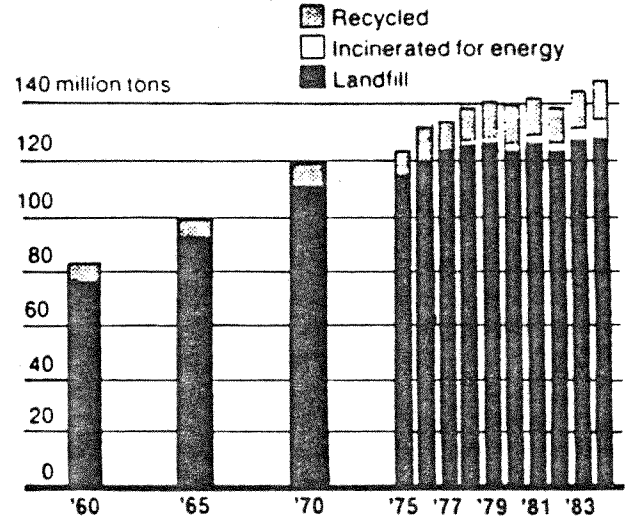
The Disposable Society: A Look at the Nation's Garbage

What We Throw Away

Percent of all material thrown into municipal waste systems in 1984



Where It Goes



The Cost of Disposal

Current estimated tons per day and cost per ton. Costs vary for a variety of reasons, including availability of landfill space and alternative disposal methods.

	Tons per day	Disposal cost
Boston	1,141	\$70
Chicago	5,985	\$20
Dallas	1,948	\$10
Los Angeles	6,193	\$13
Miami	7,445	\$36
New York	14,329	\$36

The Picture Abroad

Current estimates.

	Tons per day
Cairo	4,270
Hong Kong	3,773
London	6,831
Mexico City	8,000
Rio de Janeiro	4,000
Tokyo	12,500

Sources: Franklin Associates (what is thrown away, where it goes); Department of Sanitation in each city (disposal costs); Egyptian Embassy, British Information Service, Public Cleaning Bureau of the Tokyo Metropolitan Government, and World Health Organization (foreign cities). Figures on tons of garbage per day for cities in the U.S. were computed using a formula provided by INFORM Inc., a research organization.

MANUFACTURERS OF RECYCLED OFFICE PAPER

Amricon Riverside
800 S. Lawe Street
Appleton, WI 54912
414-749-2200

Appleton Papers, Inc.
1030 W. Alexandersville-
Belbrook Road
P.O. Box 68
West Carrollton, OH 45449
513-859-8261

Bergstrom Division
PH Gladfelter Company
Bergstrom Road
Nina, WI 54956
414-727-2200

Conservatree Paper Company
10 Lombard Street, Suite 250
San Francisco, CA 94111
800-522-9200
415-433-1000

Cross Point Paper
1295 Bandana Boulevard
Suite 335
St. Paul, MN 55108
612-644-3644

Eastern Fine Paper Co.
P.O. Box 129
Brewer, ME 04412

Flambeau Paper Co.
P.O. Box 340
Park Falls, WI 54552

French Paper Company
100 French Street
P.O. Box 398
Niles, MI 49120
616-683-1100

Georgia-Pacific Corporation
Kalamazoo Paper Division
2425 King Highway
P.O. Box 2738
Kalamazoo, MI 49003
616-382-2890

Miami Paper Company
P.O. Box 66
West Carrollton, OH 45449
513-859-5101

Simpson Paper Company
One Post Street
San Francisco, CA 94104
415-391-8140

Byron Weston Company
700 Main Street
Dalton, MA 01226
413-684-1234

George A. Whiting Paper
Company
100 River Street
Menasha, WI 54952
414-722-3351

DISTRIBUTORS OF RECYCLED OFFICE PAPER

Conservatree Paper Company
10 Lombard Street, Suite 250.
San Francisco, CA 94111
800-522-9200

East Coast Representative:

Jery Yoswein-Huntly
1006 South Carolina Avenue, SE
Washington, DC 20003
202-546-7925

Cross Point Papers
West Coast Distributor:

Patti Lalich
P.O. Box 20700
Oakland, CA 94602
415-268-8924

Earth Care Paper
325 Beech Lane
Harbor Springs, MI 49740
608-256-5522

PH Gladfelter Company
228 S. Main Street
Spring Grove, PA 17362
717-225-4711

Northwest Resource Recycling
1680-A Irving Road
Eugene, OR 97402
503-461-2000

Recycled Paper Company
185 Corey Road
Boston, MA 02146-2246
617-277-9901

Recycled Paper Outlet
P.O. Box 10540
Portland, OR 97210
503-227-1319

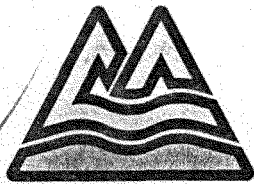
Save Our Ecosystems
541 Willamette Street, #102
Eugene, OR 97401
503-484-2679

Supplyways, Inc.
4600 N.W. St. Helens Road
Portland, OR 97210
503-228-6561

The Unisource Corporation
2690 S.E. Mailwell Drive
Milwaukie, OR 97222
503-654-6560

Western Paper Company
6000 N. Cutter Circle
Portland, OR 97217
503-654-6560

Zellerbach Paper Company
9111 N.E. Columbia
Portland, OR 97203
503-255-2121, extension 353



MULTNOMAH COUNTY OREGON

BOARD OF COUNTY COMMISSIONERS
ROOM 605, COUNTY COURTHOUSE
1021 S.W. FOURTH AVENUE
PORTLAND, OREGON 97204

GLADYS McCOY • Chair • 248-3308
PAULINE ANDERSON • District 1 • 248-5220
GRETCHEN KAFOURY • District 2 • 248-5219
RICK BAUMAN • District 3 • 248-5217
POLLY CASTERLINE • District 4 • 248-5213
JANE McGARVIN • Clerk • 248-3277

February 9, 1989

Ms. Gladys McCoy, Chair of the Board
1021 SW Fourth, Room 134
Portland, OR

Dear Ms. McCoy:

Be it remembered, that at a meeting of the Board of County Commissioners held February 9, 1989, the following action was taken:

First Reading - An ordinance establishing an)	
Oregon Tourism Alliance Advisory Committee for)	
visitor attractions, and declaring an emergency)	ORDINANCE
	R-4)	NO. 609

Copies of the above-entitled Ordinance were available to all persons wishing a copy. Ordinance was read by title only.

A hearing was held; no one from the public wished to testify.

Commissioner Anderson moved, duly seconded by Commissioner Kafoury, that the above-entitled matter be approved.

Commissioner Casterline noted that the Oregon Tourism Alliance has been meeting at Tillamook for the last two days and will consider Board nominations to the Tourist Attractions Committee, once it is established by the Board. Following their decision on the nominations, the Tourist Attractions Committee will make its recommendation to the Board regarding Tourist Attractions selected for the project.

Fred Neal, Intergovernmental Relations Officer, reported that Chris Moir, Commissioner Casterline's staff, had called and said Multnomah County nominations to the Tourist Attractions Committee need to be submitted by February 21, therefore, it would be necessary for the Board to approve the nominations today, and schedule OTA recommendations for next week's Board agenda in order to meet the February 21 deadline.

Laurence Kressel, County Counsel, advised that in order to approve nominations, the matter would have to be heard following adoption of the ordinance by unanimous consent.

At this time, the motion was considered, and it is unani-
mously

ORDERED that said Ordinance be adopted upon its first read-
ing.

Upon motion of Commissioner Bauman, duly seconded by
Commissioners Anderson and Kafoury, on a roll call vote, the follow-
ing matter was considered by unanimous consent:

In the Matter of recommendations for Oregon)
Tourism Alliance Advisory Committee for Visitor)
Attractions R-4a)

Fred Neal, Intergovernmental Relations Officer, submitted a
list of names to the Board as follows: Karen Whitman, Metropolitan
Service District representative; Suzanne Whitfield, Port of Portland
representative; Phil Thompson, City of Portland representative; and
Chris Moir, Multnomah County representative.

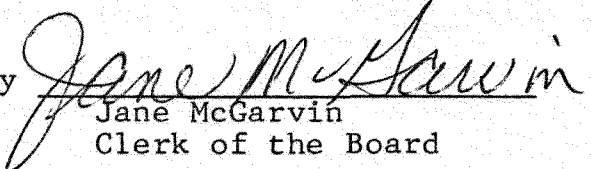
Upon motion of Commissioner Kafoury, duly seconded by
Commissioner Anderson, upon a roll call vote, it is unanimously

ORDERED that said recommended appointments be approved.

Very truly yours,

BOARD OF COUNTY COMMISSIONERS

By


Jane McGarvin
Clerk of the Board

jm

cc: County Counsel
Commissioner Casterline

DATE SUBMITTED 2/2/89

(For Clerk's Use)

Meeting Date 2/9/89

Agenda No. A-4

REQUEST FOR PLACEMENT ON THE AGENDA

Subject: Oregon Tourism Alliance Advisory Committee

Informal Only* _____
(Date)

Formal Only 2/9/89
(Date)

DEPARTMENT County Chair DIVISION _____

CONTACT Judy Boyer TELEPHONE 248-3308

*NAME(s) OF PERSON MAKING PRESENTATION TO BOARD Fred R. Neal

BRIEF SUMMARY Should include other alternatives explored, if applicable, and clear statement of rationale for the action requested.

Creates advisory committee to review and recommend tourism projects to BCC for nomination to Oregon Tourism Alliance.

(IF ADDITIONAL SPACE IS NEEDED, PLEASE USE REVERSE SIDE)

ACTION REQUESTED:

☐ INFORMATION ONLY ☐ PRELIMINARY APPROVAL ☐ POLICY DIRECTION ☒ APPROVAL

INDICATE THE ESTIMATED TIME NEEDED ON AGENDA 2-5 minutes

IMPACT:

PERSONNEL

☐ FISCAL/BUDGETARY

☐ - General Fund

Other _____

BOARD OF
COUNTY COMMISSIONERS
1989 FEB - 2 PM 3:35
MULTNOMAH COUNTY
OREGON

To Present
Shop

ord
609

2/01/89

SIGNATURES:

DEPARTMENT HEAD, ELECTED OFFICIAL, or COUNTY COMMISSIONER: Meady McCarty

BUDGET / PERSONNEL /

COUNTY COUNSEL (Ordinances, Resolutions, Agreements, Contracts) FC

OTHER _____
(Purchasing, Facilities Management, etc.)

NOTE: If requesting unanimous consent, state situation requiring emergency action on back.

(Underlined sections are new or replacements; [bracketed] sections are deleted.)

BEFORE THE BOARD OF COMMISSIONERS

FOR THE COUNTY OF MULTNOMAH

ORDINANCE NO. 609

An Ordinance establishing an Oregon Tourism Alliance Advisory Committee for Visitors Attractions to Multnomah County Board of County Commissioners, and declaring an emergency.

Multnomah County ordains as follows:

Section 1. Findings

As tourism is Oregon's third largest industry, the Multnomah County Board of County Commissioners joined with seven other counties, the City of Portland, the Metropolitan Service District and the Port of Portland on February 7, 1987 to form the Oregon Tourism Alliance (OTA) to develop tourism potential which is in the economic interest of Multnomah County.

A. The focus of the OTA centers around issues concerning tourist services, marketing and research, tourist attractions and attraction developments as well as transportation issues within each county.

B. Attractions development with a multi-county focus can be demonstrated by the way a project links together county tourism efforts in such areas as:

1. Outdoor adventure
2. Historic
3. Agriculture
4. Water
5. Arts and Culture
6. Wildlife
7. Events

C. The Multnomah County Board of County Commissioners has full responsibility to nominate visitor attraction development

projects within Multnomah County to OTA. Although nomination of projects and developments within Multnomah County is the responsibility of the Board of County Commissioners, the Board desires to fully involve its fellow OTA members whose jurisdictions include portions of Multnomah County.

D. It is necessary to create the vehicle for this involvement speedily in order to advise the Board in a timely manner.

Section 2. Advisory Committee

There is hereby established a Multnomah County OTA Advisory Committee on Visitors Attractions. The Committee shall advise the Board of County Commissioners of Multnomah County on selection and prioritization of tourist attraction projects within Multnomah County.

Section 3. Membership

The Advisory Committee shall consist of four (4) members. One member shall represent each of the following jurisdictions:

Multnomah County

Metropolitan Service District

Port of Portland

City of Portland

B. The members shall be appointed pursuant to the County Home Rule Charter.

Section 4. Term

The Advisory Committee shall function until the Board of County Commissioners nominates projects to the OTA. Upon submission of nominations by the Board, the Committee shall cease to exist.

Section 5. Duties

The Committee shall meet in accordance with the Open Meetings law. The Committee shall review proposed tourist attraction projects and development applications and shall make a written report to the Board of County Commissioners. The report shall identify projects that strengthen the OTA's multi-county tourism development. The report shall describe the feasibility, desirability and respective priority of each application based on the criteria in the OTA's "Project

Selection Criteria," a copy of which is attached to this ordinance. The report shall be submitted to the Board prior to Board consideration of nominations to the OTA.

Section 6. Conflict of Interest

Any member of the Committee who has a potential conflict of interest as defined in ORS Chapter 244 shall notify the chair in writing of the potential conflict prior to voting on the matter involving the conflict. Upon receiving the notice, the chair shall designate an alternate to act on the matter or direct the member to act.

Section 7. Compensation

Members shall receive no compensation for serving on the Committee.

Section 8. Emergency Clause


This Ordinance being necessary to protect the health, safety and welfare of the people of Multnomah County, an emergency is declared to exist. This Ordinance shall take effect immediately upon its adoption by the Board of County Commissioners and authentication by the Chair of Multnomah County.

ADOPTED this 9th day of February, 1989, being the date of its first reading before the Board of County Commissioners of Multnomah County.

BOARD OF COUNTY COMMISSIONERS
MULTNOMAH COUNTY, OREGON

(SEAL)

By


Gladys McCoy
Multnomah County Chair

APPROVED AS TO FORM:


LAURENCE KRESSEL, COUNTY COUNSEL
FOR MULTNOMAH COUNTY, OREGON

3724R/sh
020289:1

ORDINANCE FACT SHEET

Title Oregon Tourism Alliance Advisory Comm Effective Date _____

Brief Statement of purpose of ordinance (include the rationale for adoption of ordinance, a description of persons benefited, and other alternatives explored).

Creates advisory committee to review and recommend tourism projects to BCC for nomination to Oregon Tourism Alliance.

What other local jurisdictions in the metropolitan area have enacted similar legislation?

Probably none have advisory committee for this purpose.

What has been the experience in other areas with this type of legislation?

Unknown

What authority is there for Multnomah County to adopt this legislation? (State statute, home rule charter). Are there constitutional problems?


Charter Section 3.70

Fiscal Impact Analysis

None

(If space is inadequate, please use other side)

SIGNATURES:

Office of County Counsel  _____

Department Head _____

Liaison Commissioner _____

Enhancement of Existing Tourism Efforts: Considerations include:

- o Multi-jurisdictions. Impacts more than one OTA jurisdiction.
- o Unique resource. Uniqueness to region, and capitalization on special qualities, resources and amenities found in the area.
- o Provide destination opportunities.
- o Enhance loop development that can produce one and two day trips.
- o Encourage visitors to extend their stay and return for vacation opportunities.
- o Availability of support services/facilities. Availability of adjacent capable facilities.
- o Linkage to non-OTA tourism activities such as the State's Tourism program, efforts by other tourism groups.
- o Creates national and international image.
- o Enhances current tourist facility utilization.
- o Capitalizes on the Oregon Convention Center. Enhance extended stay opportunities 5 to 6 days; enhance day use opportunities in the region; and bring conventioners back to Oregon for a second vacation.

SECONDARY CRITERIA

"Readiness to Proceed": Considerations include:

- o Feasibility. Minimum assessments of financial, developmental, and operational feasibility indicate the project is realistic and "do-able."
- o Location availability. Site is readily available.
- o Sources of funding. Matching monies or private/public sector support for the project is committed.

Level of Support: Considerations include:

- o Multiple-funding sources. Other private and public sector monies/in-kind contributions that will assist or match lottery funding for the project.
- o High level of community support and interest.

Performance Measurement: Considerations include:

- o Includes a monitoring program. Impact of project is measurable, measures are identified, and a program for monitoring success is identified.

OREGON TOURISM ALLIANCE

*c/o Portland/Oregon Visitors Association
26 SW Salmon
Portland, OR 97204
228-5565*

ATTRACTIONS DEVELOPMENT

Project Selection Criteria

OBJECTIVE

Identify projects that strengthen OTA's multi-county tourism development. Projects should demonstrate direct benefit to OTA county tourism development as well as to the development of tourism in the OTA region. Multi-County focus can be demonstrated by the way a project links together county tourism efforts in such areas as:

- Outdoor adventure: Skiing, rafting, boating, hiking, camping, etc.
- Historic: End of the Oregon Trail, Lewis and Clark, Ft Clatsop, Capt Gray, Oregon Historical Center, etc.
- Agriculture: Wineries, Sauvie Island fruits/vegetables, restaurants, Rose Garden, Arboretum, Tillamook Cheese Factory, etc.
- Water: Lakes, rivers, streams, Newport Aquarium, Mariners Center, Blue Lake, Rodger's Boat Landing, etc.
- Arts and Culture
- Wildlife: Wildlife Guide by Fish and Wildlife.
- Events: Rose Festival, Garibaldi Days, Rodeos, etc.

PRIMARY SELECTION CRITERIA

✓ Usage by Visitors to the OTA Area: Considerations include:

- o Broadens or extends visitor market. Draws visits from out-of-state/in-state free and independent travelers (FITs) and conventioners.
- o Extends visitor "season." Encourages off-season visits, broadens the seasonality of visits to the region.
- o High attendance. Relative to the size of the attraction, area market, and other attractions under consideration.
- o Entertainment, recreation, educational and/or cultural value to residents and visitors.

— Economic Impact: Considerations include:

- o Annual income - revenue generated.
- o Imports income. Brings money into the State, keeps money from being spent out of State.
- o Total indirect jobs. "Multiplier" effect jobs.
- o Return on lottery dollars.
- o Uses State resources. Project that keep Oregonian's in the state.
- o Total jobs. Family wage, permanent part time, flex-time, minimum wage, temporary jobs which are the direct result of the project if implemented.
- o Self sufficiency and profitability.
- o Annual property taxes.

2/9/89

R-4a

Unanimous

Consent

ADVISORY COMMITTEE APPOINTMENTS ARE:

Karen Whitman representing Metropolitan Service District

Suzanne Whitfield representing Port of Portland

Phil Thompson representing City of Portland

Chris Moir representing Multnomah County



MULTNOMAH COUNTY OREGON

107-108
5162

BOARD OF COUNTY COMMISSIONERS
ROOM 605, COUNTY COURTHOUSE
1021 S.W. FOURTH AVENUE
PORTLAND, OREGON 97204

GLADYS McCOY • Chair • 248-3308
PAULINE ANDERSON • District 1 • 248-5220
GRETCHEN KAFOURY • District 2 • 248-5219
RICK BAUMAN • District 3 • 248-5217
POLLY CASTERLINE • District 4 • 248-5213
JANE McGARVIN • Clerk • 248-3277

February 9, 1989

Mr. John Angell, Director
Department of Justice Services
1120 SW Fifth
Portland, OR

Dear Mr. Angell:

Be it remembered, that at a meeting of the Board of County Commissioners held February 9, 1989, the following action was taken:

Liquor License renewal application submitted by)
Sheriff's Office with recommendation that same be)
approved for McIntire's Athletic Club, 14513 SE)
Stark (Retail Malt Beverage) - continued from)
January 26 - public hearing R-5)

Commissioner Kafoury reported, that after a hearing held last year regarding the same issue, and the promise to take care of the matter, Mr. McIntire still has not paid for street improvements owed the County.

Larry Nicholas, County Engineer, reviewed the historical background, noted dates and services provided which Mr. McIntire was to pay. He added the total cost at completion of the improvements was \$7,924.83, but with interest accrued now totals \$8,088.19. He suggested the Board recommend denial of the Liquor License Renewal application.

Laurence Kressel, County Counsel, stated the action the Board may take will be based upon Oregon Statutes that cover fiscal responsibility in order to acquire and continue liquor licenses for business establishments. He read the statute, and reported he had called the OLCC office, who said they had never had a denial like this one, but felt the "fiscal responsibility" matter seems to apply, therefore would be considered should the Board recommend denial. He cautioned again, that the Board is only recommending the action, the OLCC will make the final decision.

Don McIntire, President - McIntire's Athletic Club, said this same issue was heard last year, and that the OLCC felt the license application and the street improvements had nothing to do

with each other. He intimated he had reservations about paying for street improvements mandated by government which is the basic principle upon which he is protesting; and added he would be willing to meet with the Board together or separately to discuss his position. He explained the clubs he operates serve only \$2-300 worth of drinks per month, and reported he has had no license violations in all the years he has operated the businesses, therefore, he feels there is no reason to deny the license.

Commissioner McCoy asked why he had signed contracts and bonds for payment, if he felt it was not just.

Mr. McIntire implied that he was coerced by County employees when they threatened to barricade the street in front of his establishment.

Commissioner Kafoury moved to recommend denial of the application, duly seconded by Commissioner Anderson.

Commissioner Bauman stated he would vote for approval of the license application, and recommend proceeding with litigation to collect monies owed the County. He feels there is a better forum than the Board meeting today to deal with this matter.

Commissioner McCoy stated she feels that the two matters are not germane, but that this is an opportunity to get Mr. McIntire's attention. She feels it is right that there be requirements about financial responsibility, and since the County sent notification almost a year and a half ago about payment, it is appropriate to proceed with litigation to collect the monies owed.

Commissioner Anderson said that she feels it is a matter of financial responsibility, and it is appropriate that the Board recommend denial of the license renewal. She added that Mr. McIntire assumes everybody should pay for his improvements; and that he had admitted signing the note with no intention of making payment. Therefore, she feels he has not shown financial integrity, and hopes the OLCC will uphold the recommendation for denial.

Commissioner Casterline had no comment.

Following Board discussion, Commissioner Bauman asked what options were open for the Board.

Mr. Kressel advised the Board could add pressure through litigation for collection of the monies owed, or reconsideration of the matter in a public meeting. He added he thinks litigation has been set in motion, and added that the Department of Environmental Services has more information than he.

Following discussion, Mr. McIntire started to speak, but was stopped when Commissioner McCoy asked direction from Mr. Kressel.

Mr. Kressel stated that public testimony was closed when the Board began discussion, and that in order for Mr. McIntire to testify further, Commissioner McCoy would need to reopen public testimony.

Commissioner McCoy chose not to do so.

At this time, the motion was considered, and it is

ORDERED that the Board recommends, to the OLCC, denial of the Liquor License renewal application submitted by McIntire's Athletic Club. Commissioners Bauman and McCoy voting NO.

In the Matter of McIntire Retail Malt Beverage License)

) O R D E R
#89-17

Mr. Kressel explained that he had prepared an Order in anticipation of the Board recommending denial, and advised it would require a motion from the Board to approve said Order.

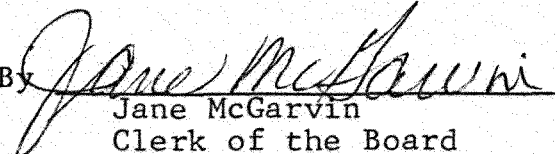
Commissioner Kafoury read the conclusions of the Order recommending to OLCC license renewal application denial.

Upon motion of Commissioner Kafoury, duly seconded by Commissioner Anderson, it is

ORDERED that said Order be approved. Commissioners Bauman and McCoy voting NO.

Very truly yours,

BOARD OF COUNTY COMMISSIONERS

By 
Jane McGarvin
Clerk of the Board

jm

cc: Sheriff Fred Pearce
County Counsel
Transportation
Commissioner Kafoury

OLCC

LICENSE RENEWAL APPLICATION

OREGON LIQUOR CONTROL COMMISSION P.O. BOX 22297 PORTLAND, OREGON 97222 PHONE 1-800-452-6522 1989

SYMBOL	CLASSIFICATION	FEES	DISTRICT	CITY/COUNTY	DPLRN	CODE
RMB	RETAIL MALT BEVERAGE SERVER EDUCATION STUDENT FEE	\$200.00 2.60	1	2600	R17481A	C

IF YOU DO NOT COMPLETE THIS APPLICATION FULLY, WE WILL RETURN IT TO YOU FOR COMPLETION. WE CANNOT CONSIDER AN INCOMPLETE APPLICATION. YOUR LICENSE EXPIRES DECEMBER 31, 1988.

GRESHAM HEALTH CLUB INC
ALBAUGH, M W & MCINTIRE, DONALD
23500 SE STARK
GRESHAM OR 97030

GRESHAM HEALTH CLUB INC
ALBAUGH MARVIN W
MCINTIRE DONALD - Sved 8314

REJECTED

BY JD DATE 12-16-88

No End

MCINTIRE'S ATHLETIC CLUB
14513 SE STARK
PORTLAND OR 97233

PROCESSED THROUGH DP

- Please list a daytime phone number in case we need more information: 667-2290.
- Were you or anyone else who holds a financial interest in these premises arrested or convicted of any crime, violation or infraction of any law during the past year? (DO NOT INCLUDE MINOR TRAFFIC VIOLATIONS FOR WHICH A FINE OR BAIL FORFEITURE OF \$50.00 OR LESS WAS IMPOSED).
YES NO X IF YES, PLEASE GIVE NAME OF INDIVIDUAL(S):

OFFENSE	DATE	CITY/STATE	RESULT
- Will anyone share in the profits who is not a licensee? YES NO X
If yes, please give name(s) and explain:
- Did you make any significant changes in operation during the past year that you have not reported to the OLCC, such as changes in menu, hours of operation, or remodeling?
YES NO X IF YES, EXPLAIN:

RENEWAL FEE / SERVER EDUCATION STUDENT FEE

DO NOT MAIL CASH. ENCLOSE A CHECK OR MONEY ORDER FOR \$202.60 MADE PAYABLE TO "OLCC"

LATE RENEWAL ADDITIONAL FEE

The OLCC must receive your complete renewal application no later than 12-31-88. or you must pay an additional

R-5
2/9/89



Multnomah County Sheriff's Office

FRED B. PEARCE
SHERIFF

12240 N.E. GLISAN ST., PORTLAND, OREGON 97230

(503) 255-3600

MEMORANDUM

TO: BOARD OF COUNTY COMMISSIONERS

FROM: FRED B. PEARCE
Sheriff

Fred B. Pearce

DATE: December 28, 1988

SUBJECT: LIQUOR LICENSE RENEWAL

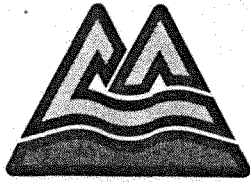
Attached is the Retail Malt Beverage liquor license renewal for McIntire's Athletic Club, 14513 SE Stark, Portland, Oregon. The applicant, Donald McIntire, has no criminal record and I recommend that the application be approved.

FBP/lc/1832N

Attachment

RECEIVED
JAN 05 1989

DEPARTMENT OF
JUSTICE SERVICES



MULTNOMAH COUNTY OREGON

R-5
2-9/88

BOARD OF COUNTY COMMISSIONERS
ROOM 605, COUNTY COURTHOUSE
1021 S.W. FOURTH AVENUE
PORTLAND, OREGON 97204

GLADYS McCOY • Chair • 248-3308
PAULINE ANDERSON • District 1 • 248-5220
GRETCHEN KAFOURY • District 2 • 248-5219
CAROLINE MILLER • District 3 • 248-5217
POLLY CASTERLINE • District 4 • 248-5213
JANE McGARVIN • Clerk • 248-3277

January 24, 1989

Donald J. McIntire
McIntire's Athletic Club
14513 SE Stark
Portland, OR 97233

Dear Mr. McIntire:

The Board of County Commissioner's hearing for your liquor license renewal scheduled for February 2, 1989 has been rescheduled for February 9, 1989 at 9:30 a.m. in Room 602 of the County Courthouse. You are invited to attend and be heard if you so desire.

Very truly yours,

BOARD OF COUNTY COMMISSIONERS

By Barbara E. Jones
Barbara E. Jones
Asst. Clerk of the Board

bj
cc: Larry Nicholas, County Engineer
Paul Yarborough, DES Director
Sgt. Hausafaus, Sheriff's Office

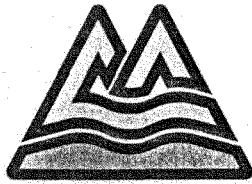
P 292 629 031

RECEIPT FOR CERTIFIED MAIL

NO INSURANCE COVERAGE PROVIDED—
NOT FOR INTERNATIONAL MAIL
(See Reverse)

SENT TO		Donald McIntire	
STREET AND NO.		McIntires Athletic Club	
14513 SE Stark			
P.O., STATE AND ZIP CODE		Portland, OR 97233	
POSTAGE		\$	
CONSULT POSTMASTER FOR FEES	CERTIFIED FEE	.70	¢
	SPECIAL DELIVERY		¢
	RESTRICTED DELIVERY		¢
	OPTIONAL SERVICES		
	RETURN RECEIPT SERVICE		
	SHOW TO WHOM AND DATE DELIVERED		¢
	SHOW TO WHOM, DATE, AND ADDRESS OF DELIVERY		¢
	SHOW TO WHOM AND DATE DELIVERED WITH RESTRICTED DELIVERY		¢
	SHOW TO WHOM, DATE AND ADDRESS OF DELIVERY WITH RESTRICTED DELIVERY		¢
TOTAL POSTAGE AND FEES		\$.70	
POSTMARK OR DATE		1/24/89	

PS Form 3800, Apr. 1976



MULTNOMAH COUNTY OREGON

BOARD OF COUNTY COMMISSIONERS
ROOM 605, COUNTY COURTHOUSE
1021 S.W. FOURTH AVENUE
PORTLAND, OREGON 97204

GLADYS McCOY •	Chair •	248-3308
PAULINE ANDERSON •	District 1 •	248-5220
GRETCHEN KAFOURY •	District 2 •	248-5219
RICK BAUMAN •	District 3 •	248-5217
POLLY CASTERLINE •	District 4 •	248-5213
JANE McGARVIN •	Clerk •	248-3277

January 19, 1988

Donald J. McIntire
McIntire's Athletic Club
14513 SE Stark
Portland, OR 97233

Dear Mr. McIntire:

This morning the renewal liquor license application for the above establishment came before the Board of Commissioners. The Board finds there is controversy over failure to pay certain debts to Multnomah County, and is, therefore, considering recommending denial of the license renewal application.

A hearing will be held February 2, 1989 at 9:30 a.m. in Room 602 of the County Courthouse. You are invited to attend and be heard.

Very truly yours,

BOARD OF COUNTY COMMISSIONERS

By Barbara E. Jones
Barbara E. Jones
Asst. Clerk of the Board

bj
cc: Larry Nicholas, County Engineer
Paul Yarborough, DES Director
Sgt. Hausafaus, Sheriff's Office

BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

In the Matter of McIntire Retail Malt)
Beverage License)
)

ORDER
#89-17

NATURE OF APPLICATION: This is an application by McIntire's Athletic Club, 14513 SE Stark, for approval of a Retail Malt Beverage License. Under State law, the County must make a recommendation on the application to OLCC.

APPLICABLE REGULATIONS: Grounds upon which OLCC may refuse to issue or renew licenses are set forth in ORS 471.295, attached as Exhibit 1. MCC 5.10.020 includes criteria for the Sheriff's recommendation of approval or denial. The ordinance also states the Board's decision is to be based on a determination of what course of action best serves the interest of the County.

FINDINGS:

1. In January, 1984, Don McIntire applied to the City of Gresham for design review in connection with improvements to the Gresham Athletic Club at SE 235th and Stark St.

2. As a condition of approval, the City of Gresham required certain street, curb, and gutter improvements satisfactory to Multnomah County.

3. On January 19, 1984, Don McIntire, as president of Gresham Health Club, Inc., entered into Project Agreement No. 5245 with Multnomah County for construction of curbs, walks and shoulder improvements on SE Stark and SE 235th Avenue adjacent to Gresham Health Club property. The contract required completion of improvements by July 31, 1985.

4. On December 7, 1984, inspection of the premises revealed driveways on the property constructed in violation of the Project Agreement prohibiting partial improvements in the County's right-of-way. The County Service District Engineer notified Mr. McIntire of the violation.

5. The improvements were never constructed according to the Project Agreement. Although Mr. McIntire met with County and Gresham officials on several occasions, agreeing to begin construction and to provide additional security documents, no documents were submitted, and the required improvements were never completed.

6. On December 1, 1986, the County notified Mr. McIntire that partial construction on SE 235th Street created a hazardous condition.

7. After Mr. McIntire failed to follow through on several promises to construct the improvements within stated time periods, the county let a contract to complete construction of the partially completed concrete driveway and curbs on SE 235th required by Project Agreement No. 5245.

8. Mr. McIntire was billed \$7,924.83 on August 24, 1987, for construction costs incurred by the County. Mr. McIntire neither made payment nor arranged for payment of the bill.

CONCLUSIONS:

1. Mr. McIntire failed to perform his agreement with the County for construction of roadway improvements set forth in Project Agreement No. 5245.

2. Mr. McIntire defaulted on promises to begin construction and to provide agreed upon security documentation.

3. Mr. McIntire failed to respond to the County's demand to complete work left undone which created a traffic hazard.

4. Mr. McIntire failed to pay the County's billing for work performed by the County in accordance with the Project Agreement.

5. Mr. McIntire's demonstrated lack of commitment to contractual and financial obligations do not justify a recommendation to issue a Retail Malt Beverage License for any business in which he is a principal.

NOW, THEREFORE, BE IT RESOLVED that the Retail Malt Beverage License application of Gresham Health Club, Inc., should be denied by the Oregon Liquor Control Commission on the ground that Donald McIntire, a principal owner, has not demonstrated financial responsibility to meet the requirements of the business proposed to be licensed as set forth in ORS 471.295(4)(i).

DATED the 9th day of February, 1989.

BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON



BY

Gladys McCoy
Gladys McCoy
Multnomah County Chair

APPROVED AS TO FORM:

LAURENCE KRESSEL, COUNTY COUNSEL
FOR MULTNOMAH COUNTY OREGON

BY

John L. DuBay
John L. DuBay
Assistant County Counsel

3771R/sh
020989:1

any applicant if it has reasonable ground to believe any of the following to be true:

(1) That there are sufficient licensed premises in the locality set out in the application, or that the granting of a license in the locality set out in the application is not demanded by public interest or convenience.

(2) That the applicant has not furnished an acceptable bond.

(3) That, except as allowed by ORS 471.456, any applicant to sell at retail for consumption on the premises has been financed or furnished with money or property by, or has any connection with, or is a manufacturer of, or wholesale dealer in, alcoholic liquor.

(4) That the applicant:

(a) Is in the habit of using alcoholic beverages, habit-forming drugs or controlled substances to excess.

(b) Has made false statements to the commission.

(c) Is not a citizen of the United States, or is incompetent or physically unable to carry on the management of the establishment proposed to be licensed.

(d) Has been convicted of violating any of the alcoholic liquor laws of this state, general or local, or has been convicted at any time of a felony.

(e) Has maintained a noisy, lewd, disorderly or insanitary establishment.

(f) Is not of good repute and moral character.

(g) Did not have a good record of compliance with the alcoholic liquor laws of this state and the rules of the commission when previously licensed.

(h) Is not the legitimate owner of the business proposed to be licensed, or other persons have ownership interests in the business which have not been disclosed.

(i) Is not possessed of or has not demonstrated financial responsibility sufficient to adequately meet the requirements of the business proposed to be licensed.

(j) Is unable to read or write the English language or to understand the Liquor Control Act or rules of the commission. [Amended by 1953 c.14 §2; 1979 c.744 §33a; 1979 c.881 §3]

471.295 Grounds for refusing to issue license. The commission may refuse to license

UNITED STATES POSTAL SERVICE

OFFICIAL BUSINESS

SENDER INSTRUCTIONS

Print your name, address, and ZIP Code in the space below.

- Complete items 1, 2, and 3 on the reverse.
- Attach to front of article if space permits, otherwise affix to back of article.
- Endorse article "Return Receipt Requested" adjacent to number.

PENALTY FOR PRIVATE
USE TO AVOID PAYMENT
OF POSTAGE, \$300



**RETURN
TO**



Clerk of the Board

(Name of Sender)

1021 SW 4th - Room 606

(Street or P.O. Box)

Portland, OR 97204

(City, State, and ZIP Code)



SENDER: Complete items 1, 2, and 3.
Add your address in the "RETURN TO" space on reverse.

1. The following service is requested (check one.)

- ☒ Show to whom and date delivered..... \$
☐ Show to whom, date and address of delivery... \$
☐ RESTRICTED DELIVERY
 Show to whom and date delivered..... \$
☐ RESTRICTED DELIVERY.
 Show to whom, date, and address of delivery. \$

(CONSULT POSTMASTER FOR FEES)

2. ARTICLE ADDRESSED TO:

Donald J. McIntire
McIntires Athletic Club
14513 SE Stark, Portland, OR

97233

3. ARTICLE DESCRIPTION:

REGISTERED NO.	CERTIFIED NO.	INSURED NO.
	629-032	

(Always obtain signature of addressee or agent)

I have received the article described above.

SIGNATURE ☐ Addressee ☐ Authorized agent

Janya G. Lee

4. DATE OF DELIVERY

1-23-89

POSTMARK

5. ADDRESS (Complete only if requested)

6. UNABLE TO DELIVER BECAUSE:

CLERK'S
INITIALS

P 292 629 032
RECEIPT FOR CERTIFIED MAIL

NO INSURANCE COVERAGE PROVIDED—
 NOT FOR INTERNATIONAL MAIL
 (See Reverse)

SENT TO		Donald J. McIntire	
STREET AND NO.		14513 SE Stark	
P.O., STATE AND ZIP CODE		Portland, OR 97233	
POSTAGE		\$.70	
CONSULT POSTMASTER FOR FEES	CERTIFIED FEE		¢
	SPECIAL DELIVERY		¢
	RESTRICTED DELIVERY	.70	¢
	SHOW TO WHOM AND DATE DELIVERED		¢
	SHOW TO WHOM, DATE, AND ADDRESS OF DELIVERY		¢
	SHOW TO WHOM AND DATE DELIVERED WITH RESTRICTED DELIVERY		¢
	SHOW TO WHOM, DATE AND ADDRESS OF DELIVERY WITH RESTRICTED DELIVERY		¢
TOTAL POSTAGE AND FEES		\$	
POSTMARK OR DATE			
1/20/89			

PS Form 3800, Apr. 1976



MULTNOMAH COUNTY OREGON

BOARD OF COUNTY COMMISSIONERS
ROOM 605, COUNTY COURTHOUSE
1021 S.W. FOURTH AVENUE
PORTLAND, OREGON 97204

GLADYS McCOY • Chair • 248-3308
PAULINE ANDERSON • District 1 • 248-5220
GRETCHEN KAFOURY • District 2 • 248-5219
RICK BAUMAN • District 3 • 248-5217
POLLY CASTERLINE • District 4 • 248-5213
JANE McGARVIN • Clerk • 248-3277

February 9, 1989

Mr. John Angell, Director
Department of Justice Services
1120 SW Fifth
Portland, OR

Dear Mr. Angell:

Be it remembered, that at a meeting of the Board of County Commissioners held February 9, 1989, the following action was taken:

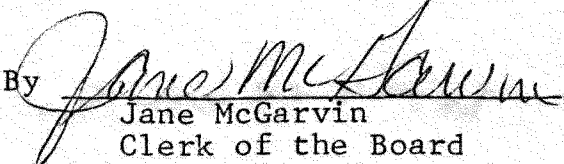
Request of the Director of Justice Services for)
approval of Budget Modification DJS #13 reflect-)
ing additional revenues in the amount of \$299,000)
from State Department of Corrections to the Com-)
munity Corrections Division, various line items,)
for the continuation of Commitment Reduction)
Programs as the result of State Emergency Board)
action on January 6, 1989 R-6)

Upon motion of Commissioner Kafoury, duly seconded by Commissioner Anderson, it is unanimously

ORDERED that said request be approved, and budget modification be implemented.

Very truly yours,

BOARD OF COUNTY COMMISSIONERS

By 
Jane McGarvin
Clerk of the Board

jm
cc: Budget
Finance
Community Corrections

BUDGET MODIFICATION NO. DJS #13

(For Clerk's Use) Meeting Date 2/9/89
Agenda No. 11-6

1. REQUEST FOR PLACEMENT ON THE AGENDA FOR 2-9-89

DEPARTMENT Justice Services

(Date)

DIVISION Community Corrections

CONTACT Harley Leiber

TELEPHONE 248-3980

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

SUGGESTED

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

Bud Mod of \$299,000 from State Department of Corrections to the Community Corrections Division for continuation of Commitment Reduction Programs as the Result of State Emergency Board Action January 6, 1989.

(Estimated Time Needed on the Agenda)

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

[] PERSONNEL CHANGES ARE SHOWN IN DETAIL ON THE ATTACHED SHEET

Bud Mod adds \$299,000 C Felon payback revenue available from the State Department of Corrections for continuation of Commitment Reduction Programs and contract services as a result of State E-Board action January 6, 1989.

BOARD OF
COUNTY COMMISSIONERS
MULTNOMAH COUNTY
OREGON
1989 JAN 32 AM 7:39

To Budget
3/01/89

3. REVENUE IMPACT (Explain revenues being changed and the reason for the change)

Adds \$299,000 of revenue for continuation of Commitment Corrections Commitment Reduction Programs through June 30, 1989 as a result of State Emergency Board action January 6, 1989.

4. CONTINGENCY STATUS (to be completed by Finance/Budget)

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

After this modification \$ _____

Originated By <i>[Signature]</i>	Date <i>[Blank]</i>	Department Director <i>[Signature]</i>	Date <i>[Blank]</i>
Finance/Budget <i>[Signature]</i>	Date <i>1/30/89</i>	Employee Relations <i>[Signature]</i>	Date <i>[Blank]</i>
Board Approval <i>[Signature]</i>	Date <i>2/9/89</i>		

EXPENDITURE
TRANSACTION EB []

GM []

TRANSACTION DATE _____

ACCOUNTING PERIOD _____

BUDGET FY _____

Document Number	Action	Fund	Agency	Organi- zation	Activity	Reporting Category	Object	Current Amount	Revised Amount	Change Increase (Decrease)	Sub- Total	Description
		156	020	2332						97,726		Professional Services
		156	020	2332						9,274		Indirect Costs
		156	020	2303						100,466		Professional Services
		156	020	2303						9,534		Indirect Costs
		156	020	2304						29,226		Professional Services
		156	020	2304						2,774		Indirect Costs
		156	020	2322						45,666		Professional Services
		156	020	2322						4,334		Indirect Costs
TOTAL EXPENDITURE CHANGE										299,000		TOTAL EXPENDITURE CHANGE

REVENUE

TRANSACTION RB []

GM []

TRANSACTION DATE _____

ACCOUNTING PERIOD _____

BUDGET FY _____

Document Number	Action	Fund	Agency	Organi- zation	Activity	Reporting Category	Revenue Source	Current Amount	Revised Amount	Change Increase (Decrease)	Sub- Total	Description
		156	020	2332			2310			107,000		Felony Reimbursement
		156	020	2303						110,000		Projects
		156	020	2304						32,000		
		156	020	2322						50,000		
TOTAL REVENUE CHANGE										299,000		TOTAL REVENUE CHANGE

2/09/89

RECEIVED FROM JANE MCGARVIN

CLERK, BOARD OF COUNTY COMMISSIONERS . MULTNOMAH COUNTY, OREGON

BUDGET

BUDGET MODIFICATION DJS #13 APPROVED.

R-6

L. Lunklee 3/14/89

BOARD OF
COUNTY COMMISSIONERS

1989 MAR 14 AM 10:04

MULTNOMAH COUNTY
OREGON



MULTNOMAH COUNTY OREGON

BOARD OF COUNTY COMMISSIONERS
ROOM 605, COUNTY COURTHOUSE
1021 S.W. FOURTH AVENUE
PORTLAND, OREGON 97204

GLADYS McCOY • Chair • 248-3308
PAULINE ANDERSON • District 1 • 248-5220
GRETCHEN KAFOURY • District 2 • 248-5219
RICK BAUMAN • District 3 • 248-5217
POLLY CASTERLINE • District 4 • 248-5213
JANE McGARVIN • Clerk • 248-3277

February 9, 1989

Mr. John Angell, Director
Department of Justice Services
1120 SW Fifth
Portland, OR

Dear Mr. Angell:

Be it remembered, that at a meeting of the Board of County Commissioners held February 9, 1989, the following action was taken:

Request of the Director of Justice Services for)
approval of Budget Modification DJS #14 making an)
appropriation transfer in the amount of \$10,000)
from Parks Services, Other Internal Services line)
item, to Sheriff's Office, Personal Services, to)
cover the cost of patrolling parks R-7)

Commissioner Kafoury moved, duly seconded by Commissioner Anderson, that the above-entitled matter be approved.

Commissioner Bauman noted that he hopes the Sheriff and the Department of Environmental Services will make arrangements to include this matter in the budget for next year, and that he feels this is not the proper process for approval.

At this time, the motion was considered, and it unanimously

ORDERED that said request be approved, and budget modification be implemented.

Very truly yours,

BOARD OF COUNTY COMMISSIONERS

By *Jane McGarvin*
Jane McGarvin
Clerk of the Board

jm
cc: Budget
Finance
Sheriff's Office
Dept. of Environmental Services
Parks Service
Employee Relations AN EQUAL OPPORTUNITY EMPLOYER

BUDGET MODIFICATION NO. DJS #14

JAN 26 REG

(For Clerk's Use) Meeting Date 2/9/89
Agenda No. 8-7

1. REQUEST FOR PLACEMENT ON THE AGENDA FOR 2-9-89
(Date)

DEPARTMENT Sheriff's Office

DIVISION

CONTACT R. Showalter

TELEPHONE 255-3600

*NAME(s) OF PERSON MAKING PRESENTATION TO BOARD Sally Anderson

SUGGESTED

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

Transfers \$10,000 from the Parks Department budget to the Sheriff's Office budget to cover the cost of patrolling parks.

(Estimated Time Needed on the Agenda)

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

[] PERSONNEL CHANGES ARE SHOWN IN DETAIL ON THE ATTACHED SHEET

Transfers \$10,000 from the Parks Department budget to the Sheriff's Office; Patrol Unit to pay the cost of patrolling parks in the summer. The money is coming from the Other Internal line item in the Parks Department budget and was budgeted there in anticipation of this expense. The money will be added to the Overtime, Fringe, and Insurance lines in the Sheriff's Office budget.

To Budget
3/01/89

BOARD OF
COUNTY COMMISSIONERS
MULTNOMAH COUNTY
OREGON
1989 JAN 32 AM 7:39

3. REVENUE IMPACT (Explain revenues being changed and the reason for the change)

4. CONTINGENCY STATUS (to be completed by Finance/Budget)

Contingency before this modification (as of _____)

(Specify Fund)

(Date)

\$

After this modification

\$

Originated By

Date

Department Director

Date

Finance/Budget

Date

Employee Relations

Date

Board Approval

Date

EXPENDITURE
TRANSACTION EB []

GM [] TRANSACTION DATE

ACCOUNTING PERIOD _____

BUDGET FY

Document Number	Action Fund	Agency	Organi- zation	Activity	Reporting Category	Object	Current Amount	Revised Amount	Change Increase (Decrease)	Sub- Total	Description
--------------------	-------------	--------	-------------------	----------	-----------------------	--------	-------------------	-------------------	----------------------------------	---------------	-------------

[illegible]

TOTAL EXPENDITURE CHANGE

TOTAL EXPENDITURE CHANGE

REVENUE
TRANSACTION RB []

GM [] TRANSACTION DATE

ACCOUNTING PERIOD 1962

BUDGET FY _____

Document Number	Action	Fund	Agency	Organi- zation	Reporting Activity	Revenue Category	Revenue Source	Current Amount	Revised Amount	Change Increase (Decrease)	Sub- Total	Description
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[illegible]

TOTAL REVENUE CHANGE

TOTAL REVENUE CHANGE

PERSONNEL DETAIL FOR BUD MOD NO. OJS #14

[illegible]

6. <u>CURRENT YEAR PERSONNEL DOLLAR CHANGES</u> (calculate costs or savings that will take place within this fiscal year; these should explain the actual dollar amounts being changed by this Bud Mod.)				
Full Time Positions, Part-Time, Overtime, or Premium	Explanation of Change	C u r r e n t F Y		
		BASE PAY Increase (Decrease)	FRINGE Increase (Decrease)	TOTAL Increase (Decrease)
Overtime X	addition	\$7,168	\$2,832	\$10,000

2/09/89

RECEIVED FROM JANE MCGARVIN

CLERK, BOARD OF COUNTY COMMISSIONERS • MULTNOMAH COUNTY, OREGON

BUDGET

BUDGET MODIFICATION DJS #14 APPROVED

R-7

K. Linker 3/14/89

BOARD OF
COUNTY COMMISSIONERS

1989 MAR 14 AM 10:10/4

MULTNOMAH COUNTY
OREGON



MULTNOMAH COUNTY OREGON

109
5162

BOARD OF COUNTY COMMISSIONERS
ROOM 605, COUNTY COURTHOUSE
1021 S.W. FOURTH AVENUE
PORTLAND, OREGON 97204

GLADYS McCOY •	Chair •	248-3308
PAULINE ANDERSON •	District 1 •	248-5220
GRETCHEN KAFOURY •	District 2 •	248-5219
RICK BAUMAN •	District 3 •	248-5217
POLLY CASTERLINE •	District 4 •	248-5213
JANE McGARVIN •	Clerk •	248-3277

February 9, 1989

Mr. John Angell, Director
Department of Justice Services
1120 SW Fifth
Portland, OR

Dear Mr. Angell:

Be it remembered, that at a meeting of the Board of County Commissioners held February 9, 1989, the following action was taken:

Request of the Director of Justice Services for)
approval of Budget Modification DJS #15 making an)
appropriation transfer in the amount of \$26,976)
within Sheriff's Office, Corrections Health,)
Personal Services, reducing Temporary Services,)
and making a physician and nurse practitioner)
permanent part-time employees at the Multnomah)
County Inverness Jail R-8)

Upon motion of Commissioner Kafoury, duly seconded by Commissioner Anderson, it is unanimously

ORDERED that said request be approved, and budget modification be implemented.

Very truly yours,

BOARD OF COUNTY COMMISSIONERS

By Jane McGarvin
Jane McGarvin
Clerk of the Board

jm
cc: Budget
Finance
Sheriff's Office
Employee Relations

2/09/89

RECEIVED FROM

JANE MCGARVIN

CLERK, BOARD OF COUNTY COMMISSIONERS • MULTNOMAH COUNTY, OREGON

BUDGET

BUDGET MODIFICATION DJS #15 APPROVED

R-8

Form CC-2

PLEASE SIGN & RETURN THIS RECEIPT TO COMMISSIONERS OFFICE

BUDGET MODIFICATION NO. DTS #15

(For Clerk's Use) Meeting Date 2/9/89
Agenda No. R-8

1. REQUEST FOR PLACEMENT ON THE AGENDA FOR 2-9-89
(Date)

DEPARTMENT Sheriff's Office DIVISION _____
CONTACT R. Showalter TELEPHONE 255-3600
*NAME(s) OF PERSON MAKING PRESENTATION TO BOARD Sally Anderson, Kathy Page

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

Transfers funds within the Corrections Health Personal Services of the MCIJ budget.
No additional funds are being requested.

(Estimated Time Needed on the Agenda)

2. DESCRIPTION OF MODIFICATION (Explain the changes this Bud Mod makes. What budget does it increase? What do the changes accomplish? Where does the money come from? What budget is reduced? Attach additional information if you need more space.)
☒ PERSONNEL CHANGES ARE SHOWN IN DETAIL ON THE ATTACHED SHEET

Transfers funds from the Temporary line to the Permanent line in the MCIJ Corrections Health budget; the intent was for a physician and a nurse practitioner to be permanent part-time.

BOARD OF
COUNTY COMMISSIONERS
CLATSOP COUNTY
OREGON
1989 JAN 32 AM 7:39

3. REVENUE IMPACT (Explain revenues being changed and the reason for the change)

4. CONTINGENCY STATUS (to be completed by Finance/Budget)
Contingency before this modification (as of _____) \$ _____
(Specify Fund) (Date)
After this modification \$ _____

Originated By	Date	Department Director	Date
Finance/Budget	Date	Employee Relations	Date
Board Approval	Date		Date

EXPENDITURE

GM [] TRANSACTION DATE

ACCOUNTING PERIOD

BUDGET FY

Document
Number

Action Fund Agency

Organic

Reporting

Object

Current
Amount

Revised
Amount

Change
Increase
(Decrease)

Sub-
Total

Description

[illegible]

TOTAL EXPENDITURE CHANGE

1,5760

TOTAL EXPENDITURE CHANGE

REVENUE

TRANSACTION RB []

GM [] TRANSACTION DATE

ACCOUNTING PERIOD

BUDGET FY

Document
Number

Action Fund Agency

Organi -

ReportingRe

Source

**Current
Amount**

Revised
Amount

Change
Increase
(Decrease)

**Sub-
Total**

Description

[illegible]

TOTAL REVENUE CHANGE

TOTAL REVENUE CHANGE

PERSONNEL DETAIL FOR BUD MOD NO. DJS #15

5. ANNUALIZED PERSONNEL CHANGES (Compute on a full year basis even though this action affects only a part of the fiscal year.)

		Annualized		
FTE Increase (Decrease)	POSITION TITLE	BASE PAY Increase (Decrease)	FRINGE Increase (Decrease)	TOTAL Increase (Decrease)
.5	Physician	20,533	4,210	24,743
.25	Nurse Practitioner Corrections	10,021	3,797	13,818
	TOTAL CHANGE (ANNUALIZED)	30,554	8,007	38,561

6. CURRENT YEAR PERSONNEL DOLLAR CHANGES (calculate costs or savings that will take place within this fiscal year; these should explain the actual dollar amounts being changed by this Bud Mod.)

		C u r r e n t F Y		
Full Time Positions, Part-Time, Overtime, or Premium	Explanation of Change	BASE PAY Increase (Decrease)	FRINGE Increase (Decrease)	TOTAL Increase (Decrease)
Temporary	Delete funds	(26,976)	(2,767)	(29,743)
Part-time	Add Physician for 8 months	16,426	3,368	19,794
Part-time	Add nurse practitioner for 9 months	7,215	2,734	9,949

2/09/89


RECEIVED FROM JANE MCGARVIN

CLERK, BOARD OF COUNTY COMMISSIONERS . MULTNOMAH COUNTY, OREGON

BUDGET

BUDGET MODIFICATION DJS #15 APPROVED

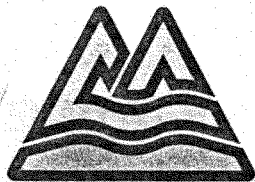
R-8

 3/14/89

BOARD OF
COUNTY COMMISSIONERS

1989 MAR 14 AM 10:04

MULTNOMAH COUNTY
OREGON



MULTNOMAH COUNTY OREGON

BOARD OF COUNTY COMMISSIONERS
ROOM 605, COUNTY COURTHOUSE
1021 S.W. FOURTH AVENUE
PORTLAND, OREGON 97204

GLADYS McCOY • Chair • 248-3308
PAULINE ANDERSON • District 1 • 248-5220
GRETCHEN KAFOURY • District 2 • 248-5219
RICK BAUMAN • District 3 • 248-5217
POLLY CASTERLINE • District 4 • 248-5213
JANE McGARVIN • Clerk • 248-3277

February 9, 1989

Ms. Linda Alexander, Director
Department of General Services
1120 SW Fifth
Portland, OR

Dear Ms. Alexander:

Be it remembered, that at a meeting of the Board of County Commissioners held February 9, 1989, the following action was taken:

(Sitting as the Public Contract Review Board)

In the Matter of Exempting From Public Bidding of)
100 Panasonic Typewriters, Model KX-3 700M, from)
Automated Office Systems R-9)

O R D E R
#89-18

Commissioner Kafoury expressed her concern about whether the typewriters are a bargain or not. She said she wants to make sure they are not incompatible with other County equipment, nor that it will be difficult or expensive to acquire parts for the machines.

Shirley Schumann, Purchasing, explained the typewriters are the top of the Panasonic line; that the State of Oregon purchased them, and then decided to purchase IBM typewriters instead; and assured the Commissioner the machines are excellent, have memory, and will not create a problem if parts are needed.

Commissioner Bauman asked why the State decided to get rid of the machines, and replace with IBM typewriters.

Ms. Schumann said the State wanted the IBMs, and are willing to sell the Panasonic typewriters, which retail for \$695 each for \$150, a savings of approximately \$40,000.

Lillie Walker, Purchasing Director, stated that she has used some of these typewriters, and that they work well. She added that some of the typewriters being considered for purchase are new typewriters and are still in the original packing boxes. She indicated the State is considering releasing other equipment for which she has not yet received details, and that she will return to the Board when she has more information.

Commissioner McCoy said she feels it is strange that a responsible government body would arbitrarily change its mind about the purchase of such a lot of equipment, but that the Board should take advantage of its opportunity.

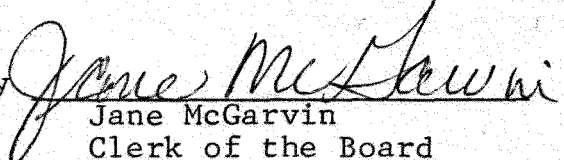
Commissioner Bauman noted this action by the State took place two years after he and Commissioner Kafoury left the Legislature.

At this time, the motion was considered, and it is

ORDERED that said request for exemption be approved.
Commissioner Kafoury voting NO.

Very truly yours,

BOARD OF COUNTY COMMISSIONERS

By 
Jane McGarvin
Clerk of the Board

jm
cc: Purchasing

DATE SUBMITTED _____

(For Clerk's Use)
Meeting Date 2/5/89
Agenda No. R-9

REQUEST FOR PLACEMENT ON THE AGENDA

Subject: PCRB Exemption Request

Informal Only * _____
(Date)

Formal Only 2/2/89
(Date)

DEPARTMENT General Services

DIVISION Administrative Services/Purchasing

CONTACT Lillie Walker/Shirley Schumann

TELEPHONE 248-5111

*NAME(s) OF PERSON MAKING PRESENTATION TO BOARD Lillie Walker

BRIEF SUMMARY Should include other alternatives explored, if applicable, and clear statement of rationale for the action requested.

Request to the Board of County Commissioners acting as the PCRB, for approval of an exemption from the competitive bid process to purchase 100 Panasonic typewriters, Model KX-E 700M, from Automated Office Systems, at a total cost of \$15,000. Automated Office Systems is the only supplier that can make this offer, therefore a sole source.

ACTION REQUESTED:

☐ INFORMATION ONLY ☐ PRELIMINARY APPROVAL ☐ POLICY DIRECTION ☒ APPROVAL

INDICATE THE ESTIMATED TIME NEEDED ON AGENDA _____

IMPACT:

PERSONNEL

☐ FISCAL/BUDGETARY

☐ GENERAL FUND

OTHER _____

To PERB list 3/02/89
Purch

BOARD OF
COUNTY COMMISSIONERS
MULTI-NOMIN COUNTY
OREGON
1989 JAN 32 AM 7:38

SIGNATURES:

DEPARTMENT HEAD, ELECTED OFFICIAL, or COUNTY COMMISSIONER: [Signature]

BUDGET / PERSONNEL Malinda J. Feely

COUNTY COUNSEL (Ordinances, Resolutions, Agreements, Contracts) [Signature]

OTHER [Signature]

(Purchasing, Facilities Management, etc.)

NOTE: If requesting unanimous consent, state situation requiring emergency action on back.



MULTNOMAH COUNTY OREGON

BOARD OF COUNTY COMMISSIONERS
ROOM 605, COUNTY COURTHOUSE
1021 S.W. FOURTH AVENUE
PORTLAND, OREGON 97204

GLADYS McCOY •	Chair	• 248-3308
PAULINE ANDERSON •	District 1	• 248-5220
GRETCHEN KAFOURY •	District 2	• 248-5219
RICK BAUMAN •	District 3	• 248-5217
POLLY CASTERLINE •	District 4	• 248-5213
JANE McGARVIN •	Clerk	• 248-3277


N O T I C E

On Thursday, February 9, 1989 at 9:30 am in Room 602 of the County Courthouse, the Board of County Commissioners sitting as the Public Contract Review Board, will consider an application for Exemption from Public Bidding of 100 Panasonic Typewriters, Model KX-E 700M, from Automated Office Systems

A copy of the application are attached.

For further information, please call Lillie Walker, Purchasing Director - 248-5111, or Jane McGarvin, Clerk of the Board, - 248-3277.

BOARD OF COUNTY COMMISSIONERS
MULTNOMAH COUNTY, OREGON


Barbara E. Jones
Asst. Clerk of the Board

bj
2/02/89

BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON
ACTING AS THE PUBLIC CONTRACT REVIEW BOARD

In the Matter of Exempting from Public)
Bidding of 100 Panasonic Typewriters,)
Model KX-E 700M, from Automated)
Office Systems)

A P P L I C A T I O N

Application to the Public Contract Review Board on behalf of a request from Administrative Services/Purchasing Section is hereby made pursuant to the Board's Administrative Rules AR 10.010, and 10.100 adopted under the provisions of ORS 279.015 and 279.017, for an order exempting from the requirements of public bidding the purchase of 100 Panasonic typewriters, Model KX-E 700M, from Automated Office Systems at a cost of \$15,000.

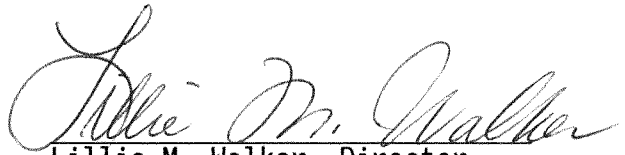
This request is made for the following reasons:

1. These new and slightly used typewriters were traded in by the Oregon State Legislature to Automated Office Systems.
2. Based upon a quantity purchase of 100, the Purchasing Section may purchase these top of the line Panasonic typewriters for resale to County agencies at \$150 each.
3. This purchase will result in a minimum saving to the County of over \$40,000.
4. A telephone survey to determine demand for this typewriter indicated sixty-five could be sold immediately.

The Purchasing Section, Central Stores has appropriated funds for this purchase in FY 88-89 budget.

The Purchasing Section recommends this action.

Dated this 20th day of January, 1989.


Lillie M. Walker, Director
Purchasing Section



MULTNOMAH COUNTY OREGON

BOARD OF COUNTY COMMISSIONERS
ROOM 605, COUNTY COURTHOUSE
1021 S.W. FOURTH AVENUE
PORTLAND, OREGON 97204


GLADYS McCOY •	Chair •	248-3308
PAULINE ANDERSON •	District 1 •	248-5220
GRETCHEN KAFOURY •	District 2 •	248-5219
RICK BAUMAN •	District 3 •	248-5217
POLLY CASTERLINE •	District 4 •	248-5213
JANE McGARVIN •	Clerk •	248-3277

NOTICE OF APPROVAL

On Thursday, February 9, 1989 at 9:30 am in Room 602 of the County Courthouse, the Board of County Commissioners sitting as the Public Contract Review Board, Approved an Order for Exemption from Public Bidding of 100 Panasonic Typewriters, Model KX-E 700M, from Automated Office Systems

A copy of the Order is attached.

BOARD OF COUNTY COMMISSIONERS
MULTNOMAH COUNTY, OREGON


Barbara E. Jones
Asst. Clerk of the Board

bj
3/01/89
0523C.14

**BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON
ACTING AS THE PUBLIC CONTRACT REVIEW BOARD**

In the Matter of Exempting From Public
Bidding of 100 Panasonic Typewriters,
Model KX-3 700M, from Automated Office
Systems

)
)
)
)

O R D E R
89-18

The above entitled matter is before the Board of County Commissioners, acting in its capacity as the Multnomah County Public Contract Review Board, to consider a request from the Purchasing Section for an order exempting from the requirement of public bidding the purchase of 100 Panasonic typewriters, Model KX-E 700M, from Automated Office Systems at a total cost of \$15,000.

It appearing to the Board that the recommendation for exemption, as it appears in the application, is based upon the fact that the Automated Office Systems is a sole source for the typewriters at this price. There is a demand by Multnomah County agencies for this typewriter and this purchase will result in cost savings of over \$40,000. This purchase will not encourage favoritism, as no other supplier can make this offer.

It appearing to the Board that this request for an exemption is in accord with the requirements of the Multnomah County Public Contract Review Board Administrative Rules AR 10.100, 20.030 and 30.010; it is, therefore

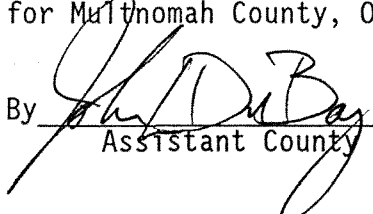
ORDERED that the purchase of 100 Panasonic typewriters be exempted from the requirement of public bidding.

Dated this 9th day of February, 1989.

APPROVED AS TO FORM:

LAURENCE KRESSEL, County Counsel
for Multnomah County, Oregon

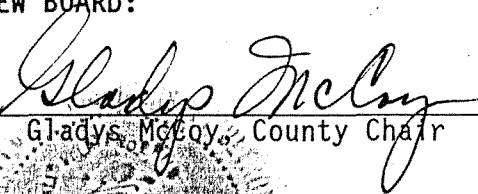
By

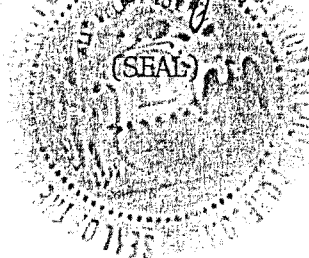

Assistant County Counsel

/cs

**BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON
ACTING AS THE PUBLIC CONTRACT
REVIEW BOARD:**

By


Gladys McCoy, County Chair





MULTNOMAH COUNTY OREGON

110
J162

BOARD OF COUNTY COMMISSIONERS
ROOM 605, COUNTY COURTHOUSE
1021 S.W. FOURTH AVENUE
PORTLAND, OREGON 97204

GLADYS McCOY • Chair • 248-3308
PAULINE ANDERSON • District 1 • 248-5220
GRETCHEN KAFOURY • District 2 • 248-5219
RICK BAUMAN • District 3 • 248-5217
POLLY CASTERLINE • District 4 • 248-5213
JANE MCGARVIN • Clerk • 248-3277

February 9, 1989

Mr. David Warren
Planning & Budget
1120 SW 5th
Portland, OR 97204

Dear Mr. Warren:

Be it remembered, that at a meeting of the Board of County Commissioners held February 9, 1989, the following action was taken:

Budget Modification Nondepartmental #13 making an
appropriation transfer in the amount of \$10,000)
from General Fund Contingency to Dept. of Human)
Services Directors Office, Professional Services,))
to supplement project staff resources associated)
with the Social Services Siting Study Project) R-10

Upon motion of Commissioner Bauman, duly seconded by
Commissioner Kafoury, it is unanimously

ORDERED that said Budget Modification be TABLED.

Very truly yours,

BOARD OF COUNTY COMMISSIONERS

By Jane McGarvin
Jane McGarvin
Clerk of the Board

jm
cc: Finance
Commissioner Bauman
Dept. of Human Services

BUDGET MODIFICATION NO. NOND # 13

(For Clerk's Use) Meeting Date 2/9/89
Agenda No. R-10

1. REQUEST FOR PLACEMENT ON THE AGENDA FOR _____

(Date)

DEPARTMENT NON-DEPARTMENTAL

DIVISION COMMISSIONER BAUMAN'S OFFICE

CONTACT FRED CHRIST

TELEPHONE 248-5217

*NAME(S) OF PERSON MAKING PRESENTATION TO BOARD COMMISSIONER BAUMAN

SUGGESTED

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

Budget Modification NOND # 13 requests a \$10,000 transfer from General Fund Contingency to DHS Director's Office Professional Services Budget, which will be used to supplement project staff resources associated with the Social Services Siting Study Project.

(Estimated Time Needed on the Agenda)

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

☐ PERSONNEL CHANGES ARE SHOWN IN DETAIL ON THE ATTACHED SHEET

In order to take full advantage of a number of converging policy and program efforts and build on the public forum to devise appropriate policy, it is necessary to resolve long-standing land use and program delivery issues through a broadbased community planning process, balancing the interests of businesses, neighborhoods, providers and other interests.

The Social Services Siting Study project is important to a) resolve continuing conflict created by siting of shelters and social programs in neighborhoods, b) match the City-County EBNC Plan for a model human services delivery system for scattered-site locations throughout the city and county with a regular format, and c) take advantage of the Zoning Code Rewrite Project hierarchy and classification system proposal for defining and specifying land use approvals for special needs housing.

This \$10,000 will be used to retain the services of an independent facilitator, not associated with any of the affect interests and task force members, in order to build consensus on key policy and regulatory issues. In addition, the funds will be used for graphics support for displays and computer mapping of facility statistics, locations and current population.

3. REVENUE IMPACT (Explain revenues being changed and the reason for the change)

4. CONTINGENCY STATUS (to be completed by Finance/Budget)

General Fund Contingency before this modification (as of _____) (Date)

(Specify Fund)

After this modification

Originated By

Date

Department Director

Date

Finance/Budget

Date

Employee Relations

Date

Board Approval

e

TRANSACTION EB [] GM [] TRANSACTION DATE_____ ACCOUNTING PERIOD _____ BUDGET FY_____

[illegible]

////////////////////////////////////// TOTAL EXPENDITURE CHANGE////////////////////////////////////-0- TOTAL EXPENDITURE CHANGE		
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REVENUE

TRANSACTION RB [] GM [] TRANSACTION DATE _____ ACCOUNTING PERIOD _____ BUDGET FY _____

[illegible]

TOTAL REVENUE CHANGE		-0-	TOTAL REVENUE CHANGE
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REQUEST FOR GENERAL FUND CONTINGENCY TRANSFER

1. Attachment to Bud Mod No. NOND #13 2. Amount requested from General Fund Contingency: \$ 10,000

3. Summary of request:

Budget Modification NOND #13 requests a \$10,000 transfer from GF Contingency to the DHS Director's Office Professional Services budget, to be used to supplement project staff resources associated with the Social Services Siting Study Project. The funds will be used to retain the services of an independent facilitator in order to build consensus on key policy and regulatory issues. In addition, the funds will be used for graphics support and computer mapping of facility statistics, locations and population.

4. Has the expenditure for which this transfer is sought been included in any budget request during the past five years? no If so, when? _____

If so, what were the circumstances of its denial?

n/a

5. Why was this expenditure not included in the annual budget process?

At the time that the FY 89-90 budget was adopted the design of the Social Services Siting Study project was not complete, so the extent of County involvement was not defined.

6. What efforts have been made to identify funds from another source within the Department, to cover this expenditure? Why are no other Departmental sources of funds available?

Multnomah County's commitment to this project is \$50,000. Of that amount, \$40,000 will be provided as in-kind staff support from DHS. The remaining \$10,000 is necessary to fulfill the commitment as requested with this Budget Modification.

7. Describe any new revenue that this expenditure will produce, any cost savings that will result, and any anticipated payback to the contingency account.

n/a

8. This request is for a (Quarterly XX , Emergency) review.

9. FOR EMERGENCY REQUESTS ONLY: Describe in detail on an additional sheet the costs or risks that would be incurred by waiting for the next quarterly review, in justification of the emergency nature of this request.

10. Attach any additional information or comments you feel helpful.

Signature of Department Head/Elected Official

Date

THE SOCIAL SERVICE AGENDA

CONSENSUS--SITING--ADVOCACY

I. Goals

- A. Develop a consensus among the City, County, business community, neighborhood organizations, and human service providers and advocates on the types of services and the organization and distribution of those services in Multnomah County.
- B. Implement the recommendation of the adopted Central City Plan (HS #5) to involve city and county policy makers, social service providers, neighborhoods, and the business community in the development of effective public policy for the delivery, funding, regulating, and siting of human service facilities and residentially-oriented social service facilities.
- C. Reduce the negative impacts that inadequate funding for indigent poor people and others in need has on them and on furthering local and state economic development objectives by jointly advocating and working for agreed changes and improvements to the present human service delivery system.

II. Objectives and Deliverable Products

A. Siting Plan for Social Services

- 1. Evaluate policy and regulatory options for the siting and expansion of needed human service facilities. Specifically, examine the need for on-site land use regulations, the degree of distance or spatial deconcentration, and the appropriate level of density or number of facilities in a geographic area while balancing the social, economic, and livability concerns of providers, businesses, and neighborhoods.
- 2. Secure participation and consensus by all community interests.

3. Develop a land use siting plan that will guide the siting and expansion of facilities which directly provide temporary shelter and/or food based on the human services delivery model developed by the City-County Emergency Needs Committee and the Multnomah Community Action and the Funder's Advisory Committee.
4. Recommend preferred coordinated social service delivery system to maximize available human resources funding.
5. Develop recommendations for the Planning Commission and City Council.
6. Develop implementing ordinances.

B. Dispersal Plan for Residentially-Oriented Social Services (Ross) i.e., Group Homes.

1. Develop land use siting and dispersal criteria for the siting and expansion of Ross-type facilities based on the preferred degree of concentration.
2. Integrate recommendations into the Zoning Code Rewrite Project for consideration by the Planning Commission and City Council.
3. Develop implementing ordinances as needed.

III. Related Policy Justification

• Central City Plan; • North Downtown Development Plan; • City-County Emergency Basic Needs Committee Report; • Economic Development Advisory Committee Report to Council; • Chamber of Commerce Task Force on Social Issues and Business Development.

IV. Resources/Cost

Financial assistance from the city, county, the business community, and the community foundation sector. This includes city staff, materials and services support, and professional services. Total Cost: \$200,000;—City \$50,000 in-kind; County \$40,000 in-kind; \$10,000 cash, Business Community \$50,000 cash; Foundations \$50,000 cash.

Work Program Outline

The following provides an outline of an 18-month process leading to City Council review and adoption of a citywide Social Service Siting Plan. Because the divergent interests represented by a variety of large and small business and social service providers, as well as affected neighborhoods, the outline contains a pre-planning process followed by research, community involvement, policy development options, and implementation phases. The work program would involve significant staff contributions from four planners in the Bureau of Planning, including a full-time CP II and a half-time CP I. The bureau would also contribute one-half time of a CP III as Project Manager and one-fifth time of a Chief Planner as Project Coordinator in-kind. The project would also involve in-kind staff from the city's Human Resources Coordinator (.25) in the Mayor's Office and Multnomah County Department of Human Resources.

I. Initiate Policy Decision

- A. Circulate joint city/county resolution draft identifying goals, objectives, findings, scope of work, staffing, task force, timeline, budget, and public involvement.
- B. Adopt joint city/county resolution.
- C. Appoint task force members and technical advisory committees.

II. Pre-Planning - (2 months)

- A. Interview community leaders
- B. Develop a detailed scope of work and purpose based on the consensus reached by representatives of business, neighborhood, and social service providers.

III. Research - (2 to 4 months)

- A. Define, categorize, and inventory locations of emergency and transitional housing and social service facilities to determine

areas of very low-income in need of human services, and density and distribution of facilities.

- B. Identify relevant current policy and zoning regulations concerning CCF's, ICF's, RCF's, RCF Density Guidelines, Conditional Uses for Personal Services, Central City Plan regulations, and policies for ESP's and food and shelter facilities and SRO limitations.
- C. Collect, review, and summarize previous local and national studies, reports, and findings concerning siting issues.
- D. Prepare case studies.

Use recent examples of siting housing and social programs from the perspective of businesses, providers, and neighborhoods (i.e., relocation of the BCC/CCC Women and Children's Shelter, Baloney Joe's Shelter relocation, Multnomah County Restitution Center site, Mt. Vernon Women and Children's Transitional Housing Program, Estate and Beaver Hotel renovations, downtown youth shelters, various scattered-site neighborhood locations of programs for homeless human services program facilities.

- E. Compile, review, and summarize human services.

Needs assessment data – examine the needs assessment work of EBNC, the CCP research of the Human Services Policy 5, and the City's Comprehensive Homeless Assistance Plan federal grant application.

IV. Community Outreach – (8 to 10 months)

- A. Establish a Social Service Siting Advisory Committee made up of community representatives from business, neighborhoods, and the human service provider community. A standing technical-advisory committee would be formed to guide the project scope of work, meet early in the process, and meet whenever necessary. The technical group would include city bureaus (PDC, BCD, OIA, City Attorney's Office, Human Resources Coordinator, etc.), and county human resources

department representatives, and commissioner's assistants, as necessary.

- B. Prepare draft project goals and objectives to set direction.
- C. Review past and present research, policy, studies, reports, and regulations.
- D. Prepare draft policy options identifying alternative approaches to siting including consideration for policy and regulation to govern human services activities on site, the density of facilities in any one neighborhood, location, and spatial distance criteria between facilities so as to avoid saturation or inappropriate concentration of facilities in an area.
- E. Select among draft policy options.

V. Public Involvement

- A. Hold two public forums to discuss the project draft goals, findings, and recommended policies and regulations.
- B. Revise draft project goals, findings, and proposed policies and regulations.

VI. Prepare Final Draft Siting Plan – (2 months)

Include implementing ordinance language.

VII. Submit Final Draft Siting Plan for Planning Commission Review – (2 months)

VIII. Submit to City Council for Review and Adoption – (2 months)

IX. Products

Legislative Action Report, Recommendation, and Implementation Plan including legislative bill drafts

- A. Siting Plan Study, Report, and Recommendations and Implementation Plan
- B. Siting Plan Implementation Ordinances and Policy Adoption

X. Timeline

- A. Siting Plan Study -- 12 months; July 1, 1989, to December, 1990
- B. Implementation Phase - 6 months; July 1, 1990 to December, 1990

XI. Project Supervision and Management

- A. Supervision - Bureau of Planning Housing Section and Advisory Committee.
- B. Management - City of Portland Bureau of Planning Housing Section, in cooperation with Multnomah County Department of Human Services staff and Mayor's Human Resources Coordinator, and in conjunction with a technical advisory committee representative of providers, businesses, and neighborhoods.

XII. Project Staff

Bureau of Planning

- .20 Chief Planner, Project Coordinator
- .50 CP III, Project Manager
- 1.0 CP II, Project Staff
- .5 CP I, Project Staff
- .25 WPO I, Project Clerical
- .15 Graphics Illus., Project Graphics

Mayor's Office

- .25 Human Resources Coordinator

Multnomah County

- .50 Department of Human Resources Staff

Siting Plan Proposed Budget

Funding Contributors

Revenue Sources:	<u>Cash</u>	<u>In-Kind</u>	<u>Total</u>
City	--	50,000	50,000
County	10,000	40,000	50,000
Business Community	50,000	--	50,000
Foundations	<u>50,000</u>	<u>--</u>	<u>50,000</u>
Total Project Cost	\$110,000	\$90,000	\$200,000

Expenditures:

Bureau of Planning
Project Staff

	<u>Cash</u>	<u>In-Kind</u>	<u>Total</u>
.20 Chief Planner, Proj. Coord.	--	--	--
.50 CP III, Proj. Manager	--	--	--
1.00 CP II, Proj. Staff	37,657	--	37,657
.5-1.00 CP I, Proj. Staff	11,367 or 30,643	--	30,643
.25 WPO I, Project Clerical	--	--	--
.15 Graphic Illustrator	--	--	--

Materials and Services

Professional Services	15,724 or 35,000	--	15,724
Operating Supplies	2,998	--	2,998
Printing	8,000	--	8,000
Distribution	4,978	--	4,978

BOP Sub-total	<u>100,000</u>	<u>40,000</u>	<u>140,000</u>
---------------	----------------	---------------	----------------

Mayor's Office

.25 Human Resources Coordinator

City Total	100,000	50,000	<u>150,000</u>
------------	---------	--------	----------------

Multnomah County

Project Staff

.50 Dept. of Human Resources Staff	--	40,000	40,000
Professional Services	10,000	--	<u>10,000</u>
County Total			50,000

Sub-Total

Total Project Cost	<u>\$200,000</u>
--------------------	------------------

SOCIAL SERVICE SITING PLAN

BACKGROUND

The Central City Plan's description of the proposed Social Service Siting Plan is contained on page 90 of the August, 1988 Central City Plan. It is described under Policy 5: Human Services (HS 5) as one of 15 proposed action items. This action item was adopted by the Planning Commission and later adopted by the City Council on March 24, 1988. While the HS 5 action item speaks to the siting of facilities providing food, temporary shelter, clothing, or medical or counseling services. The City Council implicitly modified this language when it adopted the essential service provider regulations to limit siting regulations to only facilities providing food and temporary shelter. (See Exhibit B, Section 33.702.120 – Essential Service Providers). Given City Council's directive in March, it appears that any study or plan to "guide the siting and expansion of facilities" could be limited to those providing food and/or temporary shelter. However, City Council did not explicitly modify the scope of the study effort.

Below is the language contained in the March 24, 1988 adopted plan.

Policy 5: Human Services

HS 5:

Conduct a study to develop a city-wide plan that will guide the siting and expansion of facilities which directly provide food, temporary shelter, clothing, or medical or counseling services. This will develop programs and strategies which address the following objectives:

- 1. Determine the preferred degree of centralization and decentralization of needed social service facilities.*
- 2. Reduce the negative impacts which are created from the presence and concentration of human service facilities.*
- 3. Integrate the City's policy and long-range goals with those of Multnomah County and the State of Oregon.*
- 4. Involve representation from neighborhood associations, business associations, social service*

providers, and the City in reviewing and refining the recommendations for action.

This study is to be initiated soon and charged with developing detailed recommendations for action within one year for public review. Upon completion, the recommendation will be submitted to the City of Portland Planning Commission for public hearings.

The direction for this project is further supported by Central City Plan Human Services Policies C and E which state the following:

- C. Reduce conflict between members of special needs populations and other residents, workers and visitors to the Central City.*
- E. Encourage agreements concerning the location and density of social service facilities and the populations they serve in the Central City.*

The following provides background information and an outline work program to prepare and adopt a Social Service Siting Plan.

WHY THE PROJECT IS NECESSARY

While the project is not currently included for funding under the Mayor's proposed FY 1988-89 budget, it is important that it begin next fiscal year to take advantage of the momentum and interest shown by businesses, neighborhoods, and program providers during the Central City Plan preparation and hearings. This project received wide support during the CCP hearings. The project is further important specifically to:

1. Build on the Clark-Shiels Agreement and CCP Essential Service Providers Regulations.
2. Develop appropriate siting policy and regulations for the balance of the Central City not included in the area north of Burnside Avenue.
3. Resolve continuing conflict created by siting of shelters and social programs in neighborhood settings.

4. Foster business-provider agreements that permit economic development activities in all parts of the Central City and citywide consistent with the City's Economic Development Policy and North Downtown Development Plan.
5. Match the City-County Emergency Basic Needs Committee Plan for a model human services delivery system for scattered-site locations throughout the city and county with a regulatory format.
6. Take advantage of the Zoning Code Rewrite Project hierarchy and classification system proposal for defining and specifying land use approvals for special needs housing.

In order to take full advantage of a number of converging policy and program efforts and build on the public forum to devise appropriate policy, it is necessary to resolve long-standing land use and program delivery issues through a broad-based community planning process, balancing the interests of businesses, neighborhoods, providers, and other interests.

While the Clark-Shiels agreement was useful in striking a balance in one geographic area, most participants acknowledged it was an interim measure. Such agreements are successful only if they are accepted and adopted as official city policy and are part of a comprehensive approach.

HISTORY

Central City Plan Action Item HS 5 was proposed almost verbatim by representatives of the Chamber of Commerce and the Central Eastside Industrial Council (CEIC) in what is known as the East-West Business Coalition for the central city. This was initiated for many of the reasons mentioned earlier, but generally because there was a feeling that more progress was necessary and more work was necessary for areas outside of the North of Burnside.

In consultation with the staffs of Mayor Clark and Commissioner Blumenauer, it was felt that much of the work originally proposed had occurred over the past two years in terms of low-income residents' human services needs assessment by EBNC and model policy and regulatory agreements in the adopted Central City Plan (i.e., Essential Service Providers regulations and codification of the Clark-Shiels Agreement).

The siting of shelters and human service programs in Old Town north of Burnside Avenue has been the subject of ongoing conflict, negotiation, and planning and policy studies.

When the Downtown Plan was updated in 1980, the North of Burnside area was singled out for special review. The North of Burnside Study, adopted in 1981, contained an enormous data base and land use analysis of future development potential in the area. The study actually resulted in a North of Burnside Land Use Plan and Policy and an Implementation Plan. The resulting land use plan and policies promoted a mix of uses including commercial revitalization, historic preservation, and economic development, as well as permitted the preservation concentration and consolidation of long and short-term housing and supportive services for low-income residents. The plan and policies recognized that Old Town was one of the last remaining locations for these housing and support programs and that its continuation was more viable where it existed than to encourage its removal and dispersion. The trade-off was to involve efforts to better consolidate social service functions. The purpose was to both better serve clients with multiple human service needs and to avoid unnecessary travel by indigent, poor clients through the area and other parts of downtown in search of human services.

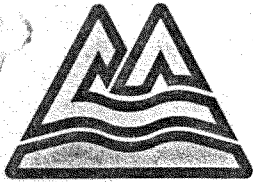
Efforts by PDC in 1985 to help Central City Concern buy the Estate and Beaver Hotels with tax increment funds to preserve and consolidate

housing and human service intake functions renewed friction between businesses and providers. This occurred at a time of increasingly visible numbers of homeless and late-stage drug and alcohol-dependent persons and during a period of increased criminal drug dealing by outsiders. The friction resulted in the formation of the Union Station Business Association and an appeal by this group to LUBA of the Council-adopted North Urban Renewal Amendment. The Portland Development Commission subsequently decided to use CDBG Investor Rehabilitation Loan funds instead of tax increment funds and have the renewal amendment reviewed by Multnomah County.

An even more comprehensive plan (Downtown Low-Income Housing Preservation Program) by the Portland Development Commission to renovate and build SRO's and apartments for the homeless and very low-income throughout the South Waterfront Urban Renewal District has not received the same kind of negative reaction from downtown business organizations. This was due in large part by the Central City Plan's codification of the Clark-Shiels Agreement (i.e., limit on shelter beds and SRO's north of Burnside) and participation in the plan by business interests.

The Clark-Shiels Agreement has come under some pressure recently because of the pending relocation of the Baloney Joe's shelter and clinic to the Park Blocks site on NW Flanders. This has occurred because the Burnside Community Council was not party to the Clark-Shiels Agreement, and their building permit was issued before July 1, 1988, effective date of the Central City Plan. The Central Eastside Industrial Council (CEIC) has become increasingly concerned about future sitings or expansion of human service facilities as a result of a site search by Baloney Joe's and the subsequent purchase option entered into by Central City Concern (CCC) in the Central Eastside Industrial area to relocate either some of CCC's activities or offer to the Burnside Community Council (BCC) a larger warehouse as an alternative to the new Baloney Joe's site in northwest downtown north of Burnside.

Rather than piecemeal, area-by-area agreements, a comprehensive Social Service Siting Plan with uniform definitions and standards can provide a more thorough city-wide policy framework and implementation plan.



MULTNOMAH COUNTY OREGON

BOARD OF COUNTY COMMISSIONERS
ROOM 605, COUNTY COURTHOUSE
1021 S.W. FOURTH AVENUE
PORTLAND, OREGON 97204

GLADYS McCOY • Chair • 248-3308
PAULINE ANDERSON • District 1 • 248-5220
GRETCHEN KAFOURY • District 2 • 248-5219
RICK BAUMAN • District 3 • 248-5217
POLLY CASTERLINE • District 4 • 248-5213
JANE McGARVIN • Clerk • 248-3277

February 9, 1989

Mr. Duane Zussy, Director
Department of Human Services
426 SW Stark
Portland, OR

Dear Mr. Zussy:

Be it remembered, that at a meeting of the Board of County Commissioners held February 9, 1989, the following action was taken:

Budget Modification Nondepartmental #14 making an)
appropriation transfer in the amount of \$48,000)
within Nondepartmental from Allotments to Non-)
County Agencies, to allow reimbursement to AFS)
for the County share of Food Stamp distribution)
costs R-11)

Upon motion of Commissioner Kafoury, duly seconded by
Commissioner Anderson, it is unanimously

ORDERED that said request be approved, and budget
modification be implemented.

Very truly yours,

BOARD OF COUNTY COMMISSIONERS

By

Jane McGarvin
Jane McGarvin
Clerk of the Board

jm
cc: Budget
Finance
Commissioner McCoy

BUDGET MODIFICATION NO. Nov 14(For Clerk's Use) Meeting Date 2/9/89
Agenda No. R-11

1. REQUEST FOR PLACEMENT ON THE AGENDA FOR _____
(Date)
DEPARTMENT Non-Departmental DIVISION County Chair
CONTACT Hank Miggins TELEPHONE 248-3308
*NAME(s) OF PERSON MAKING PRESENTATION TO BOARD Hank Miggins/Duane Zussy

SUGGESTED

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

This Budget Modification requests an increased appropriation of \$48,000 for County Supplements within the Non-Departmental, Allotments to Non-County Agencies, to allow reimbursement to AFS for the County share of Food Stamp distribution costs.

(Estimated Time Needed on the Agenda)

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

[] PERSONNEL CHANGES ARE SHOWN IN DETAIL ON THE ATTACHED SHEET

The County, while no longer an active participant in the Food Stamp Program, has continued to make payments to the State for our share of the costs of distributing food stamps in Multnomah County. This share is defined in ORS as 30% of the non-federal share which the State finds has been incurred. This amount was \$47,866 in FY 1987-88.

When the Health Division submitted its proposed budget for 1988-89 it included \$48,000 for this payment to AFS. In the process of balancing the Proposed budget, this item was deleted. The funds were used to pay for increases elsewhere in the Proposed budget. The State has since informed the County that it fully expects payment in 1988-89. It is the opinion of the Chair's Office and County Counsel that we are obligated to make this payment.

This budget modification would transfer \$48,000 from General Fund Contingency to Non-Departmental, County Allotments to Non-County Agencies, to allow this payment to be made.

3. REVENUE IMPACT (Explain revenues being changed and the reason for the change)

To
Budget
3/01/89

BOARD OF
COUNTY COMMISSIONERS
MULTNOMAH COUNTY
OREGON
1989 JAN 32 AM 7:38

4. CONTINGENCY STATUS (to be completed by Finance/Budget)

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

Originated By	Date	Department Director	Date
<u>Hank Miggins</u>	<u>1/30/88</u>		
Finance/Budget	Date	Employee Relations	Date
<u>Thomas A. Simpson</u>	<u>1-30-89</u>		
Board Approval			

Barbara E. Jones

Date

2/9/89

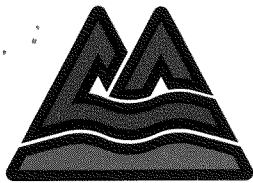
EXPENDITURE **NOV 14**
TRANSACTION EB [] GM [] TRANSACTION DATE _____ ACCOUNTING PERIOD _____ BUDGET FY _____

[illegible]

TOTAL EXPENDITURE CHANGE		-0-	TOTAL EXPENDITURE CHANGE
--------------------------	--	-----	--------------------------

[illegible]

TOTAL REVENUE CHANGE		-0-	TOTAL REVENUE CHANGE
----------------------	--	-----	----------------------



MULTNOMAH COUNTY OREGON

DEPARTMENT OF HUMAN SERVICES
7th FLOOR J. K. GILL BUILDING
426 S.W. STARK STREET
PORTLAND, OREGON 97204
(503) 248-3782

BOARD OF COUNTY COMMISSIONERS
GLADYS McCOY • CHAIR OF THE BOARD
PAULINE ANDERSON • DISTRICT 1 COMMISSIONER
GRETCHEN KAFOURY • DISTRICT 2 COMMISSIONER
CAROLINE MILLER • DISTRICT 3 COMMISSIONER
POLLY CASTERLINE • DISTRICT 4 COMMISSIONER

MEMORANDUM

TO: Gladys McCoy, Chair
Multnomah County Board of Commissioners

FROM: Duane Zussy, Director *Duane Zussy*
Department of Human Services

DATE: January 9, 1989

SUBJECT: Payment to State AFS for Food Stamp Administrative Costs

RECOMMENDATION: That the Chair's office submit the attached \$48,000 budget modification to the Board of County Commissioners, for consideration at the 2nd quarter General Fund Contingency review.

ANALYSIS: In the past, the Department of Human Services has budgeted in the Health Division, County General Funds for payment to the State of Oregon, Adult and Family Services Division, for Food Stamp administrative costs. The amount proposed in the FY 88-89 budget was \$48,000. In an effort to balance the budget countywide, the Board of County Commissioners made the decision to cut these funds from the Health Division's budget, as the County is no longer involved in the Food Stamp program. The intent was to not budget the funds, withhold payment and approach the State requesting a change in policy. We have been advised by Larry Kressel's office that until the policy changes are made, we are required by law to make the payment to the State AFS. Multnomah County has included as a legislative agenda item an amendment to the law.

The approval of the proposed budget modification would allocate \$48,000 County General Fund into the County's Non-Departmental budget where this type of supplement would be more appropriately budgeted.

BACKGROUND: In the past, the Health Division has been invoiced for payment by the State of Oregon, Adult and Family Services, for the County's share of the expense for administering the Food Stamp program within Multnomah County. Attached are invoices received to date for fiscal year 88-89.

Attachments

1672F

2/09/89

RECEIVED FROM

JANE MCGARVIN

CLERK, BOARD OF COUNTY COMMISSIONERS • MULTNOMAH COUNTY, OREGON

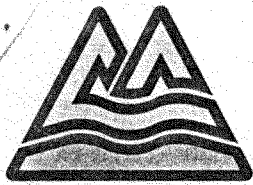
BUDGET

BUDGET MODIFICATION NONDEPT #14 APPROVED

R-11

BOARD OF
COUNTY COMMISSIONERS
1989 MAY - 9 AM 10:31
MULTNOMAH COUNTY
OREGON





MULTNOMAH COUNTY OREGON

BOARD OF COUNTY COMMISSIONERS
ROOM 605, COUNTY COURTHOUSE
1021 S.W. FOURTH AVENUE
PORTLAND, OREGON 97204

GLADYS McCOY • Chair • 248-3308
PAULINE ANDERSON • District 1 • 248-5220
GRETCHEN KAFOURY • District 2 • 248-5219
RICK BAUMAN • District 3 • 248-5217
POLLY CASTERLINE • District 4 • 248-5213
JANE McGARVIN • Clerk • 248-3277

February 9, 1989

Mr. Paul Yarborough, Director
Department of Environmental Services
2115 SE Morrison
Portland, OR

Dear Mr. Yarborough:

Be it remembered, that at a meeting of the Board of County Commissioners held February 9, 1989, the following action was taken:

Request of the Director of Environmental Services)
for approval of Budget Modification DES #10 mak-)
ing an appropriation transfer in the amount of)
\$12,493 from General Fund Contingency to Planning)
various line items, to allow appropriation of)
receipted revenue and committed revenue carryover)
in order to conduct the Periodic Review process,)
and funds will be repaid by the State R-12)

Commissioner McCoy noted that these monies will be returned to the County by the State.

Upon motion of Commissioner Anderson, duly seconded by Commissioner Bauman, it is unanimously

ORDERED that said request be approved, and budget modification be implemented.

Very truly yours,

BOARD OF COUNTY COMMISSIONERS

By

Jane McGarvin
Jane McGarvin
Clerk of the Board

jm
cc: Budget
Finance
Planning
Employee Relations

BUDGET MODIFICATION NO. DES #10

(For Clerk's Use) Meeting Date 2/9/89
Agenda No. A-12

1. REQUEST FOR PLACEMENT ON THE AGENDA FOR _____

(Date)

DEPARTMENT DES

DIVISION Planning

CONTACT Lorna Stickel

TELEPHONE 3182

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

SUGGESTED

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

Request for contingency transfer for LCDC Grants to allow appropriation of receipted revenue and committed revenue carryover.

(Estimated Time Needed on the Agenda)

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

☐ PERSONNEL CHANGES ARE SHOWN IN DETAIL ON THE ATTACHED SHEET

This modification increases the appropriation amounts for the two LCDC Grants in personnel and materials and services to allow expenditure of already receipted funds and committed funds that were not carried over in this year's budget.

To Budget
3/01/89

CLERK OF
COUNTY COMMISSIONERS
1989 JAN 32 AM 7:39
MULTNOMAH COUNTY
OR

3. REVENUE IMPACT (Explain revenues being changed and the reason for the change)

There is no net impact to the revenue picture.

4. CONTINGENCY STATUS (to be completed by Finance/Budget)

Contingency before this modification (as of _____)

\$ _____

(Specify Fund)

(Date)

After this modification

\$ _____

Originated By

Date

Lorna Stickel

1/18/89

Finance/Budget

Date

David C. Starn

1/30/89

Board Approval

Barbara E. Jones

Department Director

Date

Paul Yarbrough/bkw

1/20/89

Employee Relations

Date

Date

2/9/89

EXPENDITURE TRANSACTION EB []

GM [] TRANSACTION DATE

ACCOUNTING PERIOD _____

BUDGET FY 88/89

Document
Number

Action Fund Agency

Organ-

ization Activity

Reporting

Category	Object
----------	--------

Current
Amount

Revised
Amount

Change
Increase
(Decrease)

Sub-

Total

Description

[illegible]

REVENUE

TRANSACTION RB []

GM [] TRANSACTION DATE_____

ACCOUNTING PERIOD 1957

BUDGET FY_____

Document
Number

Action Fund Agency

Organit-

ization Activity

Reporting Re

Category Source

Current
Amount

Revised
Amount

Change
Increase
(Decrease)

Sub-

Total

Description

		156	030	5250			7601		13,693		General Fund Cash Transfer
		100	045	7410			6602		1,200		S.R from F.S.Fund
TOTAL REVENUE CHANGE								14,893	13,693	TOTAL REVENUE CHANGE	

TOTAL REVENUE CHANGE

TOTAL REVENUE CHANGE

EXPENDITURE TRANSACTION EB []

GM [] TRANSACTION DATE

ACCOUNTING PERIOD

BUDGET FY 88/89

Document
Number

Action Fund	Agency	Organization	Activity	Reporting Category	Object
-------------	--------	--------------	----------	--------------------	--------

Organism -

Reporting

Current
Amount

Revised
Amount

Change
Increase
(Decrease)

Sub-
Total

Description

[illegible]

● 附 錄 一

REVENUE
TRANSACTION RB []

GM [] TRANSACTION DATE

ACCOUNTING PERIOD

BUDGET FY_____

Document
Number

Action Fund	Agency	Organization	Activity	Reporting Category	Revenue Source
-------------	--------	--------------	----------	--------------------	----------------

Organism -

Reporting

Revenue
Source

Current
Amount

Revised
Amount

Change
Increase
(Decrease)

Sub-
Total

Description

		156	030	5250			7601			13,693		General Fund Cash Transfe
		100	045	7410			6602			1,200		S.R From F.S.Fund
										14,893		
TOTAL REVENUE CHANGE										13,693	TOTAL REVENUE CHANGE	

TOTAL REVENUE CHANGE

TOTAL REVENUE CHANGE

REQUEST FOR GENERAL FUND CONTINGENCY TRANSFER

1. Attachment to Bud Mod No. DES#10 2. Amount requested from General Fund Contingency: \$ 13,693

3. Summary of request:

This is a request from General Fund contingency to allow the Planning Division of DES to access its State Grant Fund Revenue carryover.

4. Has the expenditure for which this transfer is sought been included in any budget request during the past five years? ____ If so, when? ____
If so, what were the circumstances of its denial?

5. Why was this expenditure not included in the annual budget process?

Oversight during leave of absence for Division Manager.

6. What efforts have been made to identify funds from another source within the Department, to cover this expenditure? Why are no other Departmental sources of funds available?

State funds are available to fully cover this request.

7. Describe any new revenue that this expenditure will produce, any cost savings that will result, and any anticipated payback to the contingency account.

The Contingency account will be paid back the full amount of this request. \$4,173 of the funds are already receipted from the State and the balance of \$9,520 will be paid to the County by the State upon close-out of the Periodic Review Grant

8. This request is for a (Quarterly X, Emergency _____) review.

9. FOR EMERGENCY REQUESTS ONLY: Describe in detail on an additional sheet the costs or risks that would be incurred by waiting for the next quarterly review, in justification of the emergency nature of this request.

10. Attach any additional information or comments you feel helpful.

Paul Garbrough / blw
Signature of Department Head/Elected Official

1/20/89
Date

REPORT ID: MOBLA203
RUN DATE: 01/07/89
RUN TIME: 19:44:05

** MULTNOMAH COUNTY **
DETAIL LISTING OF REVENUES VS. BUDGET
FOR BUDGET FISCAL YEAR 1989
AS OF 12/31/88

PAGE NO: 294

FUND: 156 FEDERAL/STATE PROGRAM FUND
ORGANIZATION: 5252 PERIODIC REVIEW GRANT

ORG MGR: STICKEL

AGENCY: 030 ENVIRONMENTAL SERVICES
ACTIVITY:

REVENUE SOURCE	CURRENT PERIOD		FISCAL YEAR-TO-DATE		UNRECOGNIZED		
CODE-DESCRIPTION	REVENUE RECOGNIZED	CASH COLLECTED	REVENUE RECOGNIZED	CASH COLLECTED	BUDGETED AMOUNT	BUDGET BALANCE	PERCENT
2347 LCDC PLANNG	17,233.13	0.00	17,233.13	0.00	23,207	5,973.87	25.70
ACTIVITY TOT	17,233.13	0.00	17,233.13	0.00	23,207	5,973.87	25.70
ORG TOTAL 5252	17,233.13	0.00	17,233.13	0.00	23,207	5,973.87	25.70

REPORT ID: MOBLA203
RUN DATE: 01/07/89
RUN TIME: 19:44:05

** MULTNOMAH COUNTY **
DETAIL LISTING OF REVENUES VS. BUDGET
FOR BUDGET FISCAL YEAR 1989
AS OF 12/31/88

PAGE NO: 293

FUND: 156 FEDERAL/STATE PROGRAM FUND

AGENCY: 030 ENVIRONMENTAL SERVICES

ORGANIZATION: 5250 LAND CONSERVATION & DEVELOPMNT

ORG MGR: STICKEL

ACTIVITY:

REVENUE SOURCE		CURRENT PERIOD		FISCAL YEAR-TO-DATE		BUDGETED		UNRECOGNIZED	
I		I		I		I		BUDGET	
CODE-DESCRIPTION	I	REVENUE	CASH	I	REVENUE	CASH	AMOUNT	BALANCE	PERCENT
	I	RECOGNIZED	COLLECTED	I	RECOGNIZED	COLLECTED	I		I
2347 LGDC PLANNG		10,146.75	0.00		10,146.75	0.00		0	10,146.75- 0.00
ACTIVITY TOT		10,146.75	0.00		10,146.75	0.00		0	10,146.75- 0.00
ORG TOTAL	5250	10,146.75	0.00		10,146.75	0.00		0	10,146.75- 0.00

Cash Carryover

Maintenance Grant Carryover	Payment Due at Closeout	Total Funds This Year	Budgeted	Not Budgeted Carryover
10,146.75	-0-	10,146.75	5,143	5,004
Periodic Review Grant Carryover	Payment Due at Closeout	Total Funds This Year	Budgeted	Not Budgeted Carryover
17,233.13	9,520	26,753.13	<u>18,064</u>	<u>8,689</u>
Total	5250	36,899.88	23,207	13,693

2/09/89

RECEIVED FROM JANE MCGARVIN

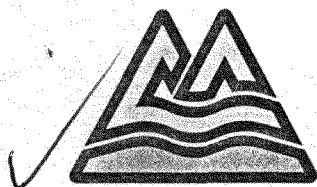
CLERK, BOARD OF COUNTY COMMISSIONERS • MULTNOMAH COUNTY, OREGON

BUDGET

BUDGET MODIFICATION DES # 10 APPROVED.

R-12



111
JTBZ

MULTNOMAH COUNTY OREGON

BOARD OF COUNTY COMMISSIONERS
ROOM 605, COUNTY COURTHOUSE
1021 S.W. FOURTH AVENUE
PORTLAND, OREGON 97204

GLADYS McCOY •	Chair	• 248-3308
PAULINE ANDERSON •	District 1	• 248-5220
GRETCHEN KAFOURY •	District 2	• 248-5219
RICK BAUMAN •	District 3	• 248-5217
POLLY CASTERLINE •	District 4	• 248-5213
JANE MCGARVIN •	Clerk	• 248-3277

February 9, 1989

Mr. Paul Yarborough, Director
Department of Environmental Services
2115 SE Morrison
Portland, OR

Dear Mr. Yarborough:

Be it remembered, that at a meeting of the Board of County Commissioners held February 9, 1989, the following action was taken:

Request of the Director of Environmental Services)
for approval of Budget Modification DES #11 mak-)
ing an appropriation transfer in the amount of)
\$11,000 from General Fund Contingency to Parks)
Services, Professional Services, to pay for con-)
tracted services costs for the Cemetery Services)
(\$8,000) and Lake House Management (\$3,000) R-13)

Upon motion of Commissioner Anderson, duly seconded by Commissioner Kafoury, it is unanimously

ORDERED that said request be approved, and budget modification be implemented.

Very truly yours,

BOARD OF COUNTY COMMISSIONERS

By

Jane McGarvin
Jane McGarvin
Clerk of the Board

jm
cc: Budget
Finance
Parks Services

BUDGET MODIFICATION NO. DES #11(For Clerk's Use) Meeting Date 2/9/89Agenda No. R-13

1. REQUEST FOR PLACEMENT ON THE AGENDA FOR _____

(Date)

DEPARTMENT Environmental ServicesDIVISION Parks ServicesCONTACT Charles CieckoTELEPHONE 248-5050*NAME(S) OF PERSON MAKING PRESENTATION TO BOARD Charles Ciecko

SUGGESTED

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

Budget Modification increasing Professional Services line items by \$8,000 and \$3,000 to cover contracted service costs for the Cemetery Services and Lake House Management

Funds to be transferred from General Fund contingency.

(Estimated Time Needed on the Agenda)

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

[] PERSONNEL CHANGES ARE SHOWN IN DETAIL ON THE ATTACHED SHEET

These proposed modifications would increase the professional services line item by \$8,000 in Organization 5310 (Parks & Cemeteries) and \$3,000 in Organization 5330 (Blue Lake Park). Respectively, this will allow continued payments to contractors who provide Cemetery Services (i.e., burials) and management of the Lake House at Blue Lake Park.

Please note that both contracts are revenue driven (i.e., a % of a client fee is paid to the contractor). Subsequently, revenue will ultimately cover the costs associated with this request.

Increased business activity during the first half of the 88-89 F.Y. necessitates this adjustment

To Budget 3/20/89

3. REVENUE IMPACT (Explain revenues being changed and the reason for the changes)

1. Revise Revenue projections for Code 4201 from \$35,000 to \$43,000. As of 11-30-88, \$24,009 had been collected.
2. Revise Revenue projection for Code 4212 from \$14,013 to \$19,000. AS of 11-30-88, \$13,505 had been collected

4. CONTINGENCY STATUS (to be completed by Finance/Budget)

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

After this modification \$ _____

Originated By

Date

Department Director

Date

*Charles Ciecko**1/24/89**[Signature]**1-24-89*

Finance/Budget

Date

Employee Relations

Date

*Shawn Cordwell**1/30/89*

Board Approval

Date

*Barbara E. Jones**2/9/89*

EXPENDITURE **DES 11**
TRANSACTION EB []

TRANSACTION EB []

GM []

TRANSACTION DATE

ACCOUNTING PERIOD

BUDGET FY_

Change
Increase
(Decrease)

Sub-
Total

Description

		100	030	5310			6110	68,514	76,514	8,000		Pro Svcs - Cemetery Svcs
		100	030	5330			6110	36,567	39,567	3,000		Pro Svcs - Lake Hse Mgmt
										<u>11,000</u>		
		100	045	9120			7700			<11,000>		General Fund Contingency
												Final
TOTAL EXPENDITURE CHANGE										11,000-0		TOTAL EXPENDITURE CHANGE

REVENUE

TRANSACTION RB []

GM []

TRANSACTION DATE

ACCOUNTING PERIOD

BUDGET FY_

Change
Increase
(Decrease)

Sub-
Total

Description

		100	030	5310		40	4201	35,000	43,000	8,000		Cemetery Srv Fees
		100	030	5330		40	4212	14,013	19,000	5,000		Lake House Rental Fees
TOTAL REVENUE CHANGE										13,000		TOTAL REVENUE CHANGE

EXPENDITURE *DES 11*
TRANSACTION EB []

TRANSACTION EB []

GM [] TRANSACTION DATE.

ACCOUNTING PERIOD

BUDGET FY_

Document
Number

Action

Fund

Agency

Organi-

Activity

Reporting

Object

Current
Amount

Revised
Amount

Change
Increase
(Decrease)

Sub-
Total

Description:

[illegible]

TOTAL EXPENDITURE CHANGE

~~11.0000~~

TOTAL EXPENDITURE CHANGE

REVENUE

TRANSACTION RB []

GM [] TRANSACTION DATE

ACCOUNTING PERIOD

BUDGET FY

Document
Number

Action

Fund

Organi-

Activity

Reporting

Source

Current
Amount

Revised
Amount

Change
Increase
(Decrease)

Sub-
Total

Description

[illegible]

TOTAL REVENUE CHANGE

~~13,000.~~

TOTAL REVENUE CHANGE



OFFICE MEMORANDUM . . . DEPARTMENT OF ENVIRONMENTAL SERVICES

TO: Paul Yarborough
FROM: Charles Ciecko
DATE: January 24, 1989
SUBJECT: Contingency Request

Please find attached a proposed Budget Modification which will increase the professional services line items on both the Parks & Cemeteries budget and the Blue Lake Budget.

As you know, we contract with the private sector to provide burial services and manage the Lake House.

Due to the fact that business is up in both areas, we are projecting a shortage of budgeted funds to cover the contractors percentage of collected fees. For example at December 30, 1988, 17,146 of the available 28,800 budgeted for Cemetery Services had already been spent. Similarly, of the \$10,457 available for Lake House Management, \$6,899 had been spent.

We project an additional \$8,000 will be needed for Cemetery Services and \$3,000 for Lake House Management.

Of course, the good news is that revenues are also up. At November 30, 1988, \$24,009 had already been collected against a projection of \$35,000 in Cemetery Services. Lake House revenues were at \$13,505 collected against a projection of \$14,013.

Please call if you have questions.

Thanks.

CC:vh

2042p

JAN 24 RECD

2/09/89

RECEIVED FROM JANE MCGARVIN
CLERK, BOARD OF COUNTY COMMISSIONERS . MULTNOMAH COUNTY, OREGON

BUDGET

BUDGET MODIFICATION DES #11 APPROVED

R-13

Shawn Mordwin



MULTNOMAH COUNTY OREGON

111
JTBZ

BOARD OF COUNTY COMMISSIONERS
ROOM 605, COUNTY COURTHOUSE
1021 S.W. FOURTH AVENUE
PORTLAND, OREGON 97204

GLADYS McCOY • Chair • 248-3308
PAULINE ANDERSON • District 1 • 248-5220
GRETCHEN KAFOURY • District 2 • 248-5219
RICK BAUMAN • District 3 • 248-5217
POLLY CASTERLINE • District 4 • 248-5213
JANE MCGARVIN • Clerk • 248-3277

February 9, 1989

Ms. Linda Alexander, Director
Department of General Services
1120 SW Fifth
Portland, OR

Dear Ms. Alexander:

Be it remembered, that at a meeting of the Board of County Commissioners held February 9, 1989, the following action was taken:

Request of the Director of Human Services for)
approval of Budget Modification DHS #35 making an)
appropriation transfer in the amount of \$25,000)
from General Fund Contingency to Information)
Services Division, Capital Outlay, Telephone Fund)
for purchase of telephone equipment for two new)
Health Division sites R-14)

Commissioner Anderson moved, duly seconded by Commissioner Bauman, that the above-entitled matter be approved.

Commissioner Anderson asked if this meant a move from one area to another, and said she is concerned that citizens would have to travel further for service.

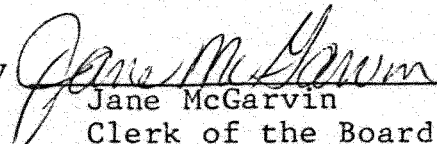
Duane Zussy, Human Services Director, said he understood staff was already working at Columbia Villa, and that it would not change service delivery or create other problems for those receiving services. However, he will check further with staff, and report to the Board if the information is not correct.

At this time, the motion was considered, and it is unanimously

ORDERED that said request be approved, and budget modification be implemented.

Very truly yours,

BOARD OF COUNTY COMMISSIONERS

By 
Jane McGarvin
Clerk of the Board

jm
cc: Budget
Finance
Information Services Division

BOARD OF
COUNTY COMMISSIONERS

BUDGET MODIFICATION NO. DHS 35

1989 JAN 32 AM 7:30

(For Clerk's Use) Meeting Date:
Agenda No.:

2/9/89

R-14

MULTNOMAH COUNTY

OREGON

1. REQUEST FOR PLACEMENT ON THE AGENDA FOR

DEPARTMENT General Services

DIVISION ISD

CONTACT Dwayne Prather/Doug Fisher

TELEPHONE ext. 3674

NAME OF PERSON MAKING PRESENTATION TO BOARD

SUGGESTED AGENDA TITLE (To assist in preparing a description for the printed agenda

DHS 35 requests an increased appropriation of \$25,000 in Capital Outlay, Telephone fund, to allow purchase of telephone equipment for two new Health Division sites.

(ESTIMATED TIME NEEDED ON THE AGENDA)

2. DESCRIPTION OF MODIFICATION (Explain the changes this bud mod makes. What budget does it increase? What do changes accomplish? Where does the money come from? What budget is reduced? Attach additional information if you need more space.)

Recently the Health Division has received authorization from the BCC for opening two additional offices. These two offices are the North Portland Field office and the NIDA grant funded outreach office. The estimated costs for purchasing telephone equipment for these sites is \$10,000 and \$15,000, respectively.

The Telephone fund has the funds to purchase the telephone equipment necessary for these additional sites. However, it does not have the legal authority to purchase this equipment. This situation results from the carryover of a large amount of unspent operational revenue from the last fiscal year into the current year, revenue which was not included in 1988-89 appropriations. Budget law does not allow an increased appropriation based on larger than anticipated Beginning Working Capital after the budget is adopted.

This budget modification, therefore, requests an increase in the General Fund Cash Transfer to the Telephone Fund, with a corresponding reduction in the General Fund contingency. As the funds used to actually purchase the equipment will be the unappropriable BWC in the Telephone Fund there will be no real effect on the true size of the contingency.

To Budget
3/10/89

3. REVENUE IMPACT (Explain revenues being changed and the reason for the change.)

Increase cash transfer to Telephone fund by \$25,000.

4. CONTINGENCY STATUS (To be completed by Finance/Budget.)

_____ contingency before this modification (as of _____) \$ _____
(specify fund) (date)
after this modification: \$ _____

Originated by:

Date:

Department Director:

Date:

Finance/Budget:

Date:

Employee Relations:

Date:

Board Approval:

Date:

Tom Prather

1-18-89

Michael L. L...

1/30/89

Thomas S. Simpson

1-30-89

Barbara E. Jones

2/9/89

Document Number	Action	Fund	Agency	Organization	Object Code	Current Amount	Revised Amount	Change Increase (Decrease)	Subtotal	Description
		402	040	7990	8400			25,000		Equipment
		100	040		7608			25,000		Cash Transfer to Telephone
		100	045	9120	7700			(25,000)		Contingency
TOTAL EXPENDITURE CHANGE								25,000	TOTAL EXPENDITURE CHANGE	

Document Number	Action	Fund	Agency	Organization	Revenue Source	Current Amount	Revised Amount	Change Increase (Decrease)	Subtotal	Description
		402	040	7990	7601			25,000		Cash Transfer
TOTAL REVENUE		CHANGE				25,000			TOTAL REVENUE CHANGE	

2/09/89

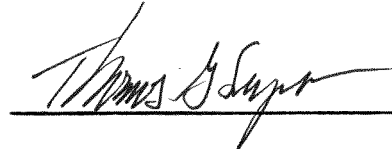
RECEIVED FROM JANE MCGARVIN

CLERK, BOARD OF COUNTY COMMISSIONERS • MULTNOMAH COUNTY, OREGON

BUDGET

BUDGET MODIFICATION DHS #35 APPROVED

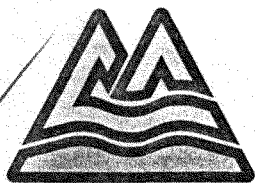
R-14



BOARD OF
COUNTY COMMISSIONERS

1989 MAR -7 AM 11:04

MULTNOMAH COUNTY
OREGON

112
5162

MULTNOMAH COUNTY OREGON

BOARD OF COUNTY COMMISSIONERS
ROOM 605, COUNTY COURTHOUSE
1021 S.W. FOURTH AVENUE
PORTLAND, OREGON 97204

GLADYS McCOY •	Chair •	248-3308
PAULINE ANDERSON •	District 1 •	248-5220
GRETCHEN KAFOURY •	District 2 •	248-5219
RICK BAUMAN •	District 3 •	248-5217
POLLY CASTERLINE •	District 4 •	248-5213
JANE McGARVIN •	Clerk •	248-3277

February 9, 1989

Mr. John Angell, Director
Department of Justice Services
1120 SW Fifth
Portland, OR

Dear Mr. Angell:

Be it remembered, that at a meeting of the Board of County Commissioners held February 9, 1989, the following action was taken:

Request of the Director of Justice Services for)
approval of Budget Modification DJS #16 making an)
appropriation transfer in the amount of \$199,133)
from General Fund Contingency to Sheriffs Office,)
Personal Services, to cover the Deputy Sheriff's)
Wage Settlement [R-16] R-15)

Upon motion of Commissioner Kafoury, duly seconded by Commissioner Anderson, it is unanimously

ORDERED that said request be approved, and budget modification be implemented.

Very truly yours,

BOARD OF COUNTY COMMISSIONERS

By

Jane McGarvin
Jane McGarvin
Clerk of the Board

jm

cc: Budget
Finance
Sheriff's Office
Employee Relations

BUDGET MODIFICATION NO. DJS #16

(For Clerk's Use) Meeting Date 2/9/89
 Agenda No. A-15

1. REQUEST FOR PLACEMENT ON THE AGENDA FOR _____

(Date)

DEPARTMENT Justice Services

DIVISION Sheriff's Office

CONTACT R. Showalter

TELEPHONE 255-3600

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

SUGGESTED

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

Budget Modification transferring \$199,133 from General Fund Contingency to the Sheriff's Office to cover the Deputy Sheriff's Wage Settlement.

(Estimated Time Needed on the Agenda)

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

[] PERSONNEL CHANGES ARE SHOWN IN DETAIL ON THE ATTACHED SHEET

*To Budget
3/21/89*

BOARD OF
COUNTY COMMISSIONERS
MULTNOMAH COUNTY
OREGON
1989 JAN 32 AM 7:39

3. REVENUE IMPACT (Explain revenues being changed and the reason for the change)

4. CONTINGENCY STATUS (to be completed by Finance/Budget)

Contingency before this modification (as of 1/30/89)
 (Specify Fund) _____ (Date)

\$ 1,649,205

After this modification

\$ 1,452,072

Originated By

Date

Department Director

Date

Finance/Budget

Date

Employee Relations

Date

Board Approval

Date

Barbara E. Jones

2/9/89

EXPENDITURE
TRANSACTION EB []

GM [] TRANSACTION DATE _____

ACCOUNTING PERIOD _____

BUDGET FY _____

Document Number	Action	Fund	Agency	Organi- zation	Activity	Reporting Category	Object	Current Amount	Revised Amount	Change Increase (Decrease)	Sub- Total	Description
		100	020	3105			5100			1,473		
							5500			542		
							5550			41		
				3120			5100			9,293		
							5500			3,416		
							5550			256		
				3125			5100			1,473		
							5500			542		
							5550			41		
				3203			5100			1,269		
							5500			467		
							5550			35		
				3204			5100			1,269		
							5500			467		
							5550			35		
				3304			5100			1,473		
							5500			542		
							5550			41		
				3311			5100			47,654		
							5500			17,518		
							5550			1,310		
				3312			5100			1,473		
							5500			542		
							5550			41		

EXPENDITURE
TRANSACTION EB.[]

GM [] TRANSACTION DATE _____

ACCOUNTING PERIOD _____

BUDGET FY _____

Document Number	Action	Fund	Agency	Organi- zation	Activity	Reporting Category	Object	Current Amount	Revised Amount	Change Increase (Decrease)	Sub- Total	Description
		100	020	3315			5100			6,550		
							5500			2,408		
							5550			180		
				3316			5100			6,346		
							5500			2,333		
							5550			175		
				3318			5100			2,539		
							5500			933		
							5550			70		
				3319			5100			1,473		
							5500			542		
							5550			41		
				3320			5100			13,509		
							5500			4,966		
							5550			371		
				3402			5100			1,394		
							5500			512		
							5550			38		
				3405			5100			1,473		
							5500			542		
							5550			41		
				4015			5100			34,693		
							5500			12,753		
							5550			954		

EXPENDITURE

TRANSACTION EB []

GM []

TRANSACTION DATE _____

ACCOUNTING PERIOD _____

BUDGET FY _____

Document Number	Action	Fund	Agency	Organi- zation	Activity	Reporting Category	Object	Current Amount	Revised Amount	Change Increase (Decrease)	Sub- Total	Description
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100 020 4016

5100

1,473

5500

542

5550

41

4020

5100

1,473

5500

542

5550

41

4130

5100

1,846

5500

679

5550

51

4204

5100

2,743

5500

1,008

5550

75

3955

5100

1,846

5500

679

5550

51

199,133

Subtotal

400 040 7231

6580

3,874

Claims Paid

100 045 7120

7700

(197,133)

G.F. Contingency

TOTAL EXPENDITURE CHANGE

TOTAL EXPENDITURE CHANGE

REVENUE

TRANSACTION RB []

GM []

TRANSACTION DATE _____

ACCOUNTING PERIOD _____

BUDGET FY _____

Document Number	Action	Fund	Agency	Organi- zation	Activity	Reporting Category	Revenue Source	Current Amount	Revised Amount	Change Increase (Decrease)	Sub- Total	Description
--------------------	--------	------	--------	-------------------	----------	-----------------------	-------------------	-------------------	-------------------	----------------------------------	---------------	-------------

400 040 7231

6600

3,874

Suc. Reim. to Ins. Fund

TOTAL REVENUE CHANGE

TOTAL REVENUE CHANGE

2/09/89

RECEIVED FROM JANE MCGARVIN

CLERK, BOARD OF COUNTY COMMISSIONERS . MULTNOMAH COUNTY, OREGON

BUDGET

BUDGET MODIFICATION DJS #16 APPROVED

R-16 R-15

W. L. Miller 3/14/89

TURNED OFF
COUNTY COMMISSIONERS

1989 MAR 24 AM 10:04

MULTNOMAH COUNTY
OREGON



DEPARTMENT OF CORRECTIONS

2575 CENTER STREET NE, SALEM, OREGON 97310 PHONE 378-2467

December 12, 1988

The Honorable John Kitzhaber
The Honorable Vera Katz
Co-Chairpersons
State Emergency Board
State Capitol Building
Salem, Oregon 97310

Dear Co-Chairs:

The Department of Corrections requests an Other Fund expenditure limitation increase totaling \$543,000 to release Class C Penalty Payback funds to continue operation of special felony commitment reduction programs currently approved by the Community Corrections Advisory Board.

BACKGROUND

During the 1987 legislative session, participating Community Corrections counties were given the opportunity to apply for and receive monies to reduce felony commitments to the institutions utilizing projected Class C felony penalty payment revenues. The expenditure limitation was set at \$2,664,000 for this biennium based on projected program implementation schedules and revenue stream. The potential liability for paybacks totaled \$3,981,000. At the current commitment rate for the counties receiving special funding, the Department will reach the existing expenditure limitation in March, 1989. To cover the county requests approved by the Community Corrections Advisory Board for special funding for commitment reduction programs, the Department requests an expenditure limitation increase to \$3,207,000, a \$543,000 increase.

The Department will not approve any additional requests under the Class C felony payment special funding.

ACTION REQUESTED

The Department of Corrections requests an Other Fund expenditure limitation increase totaling \$543,000 to release Class C penalty payback funds to counties currently approved for continued operation of special felony commitment reduction programs.

The Honorable John Kitzhaber
The Honorable Vera Katz
December 12, 1988
Page 2

LEGISLATION AFFECTED


Increase

Oregon Laws 1987

Section 2 (2)

\$543,000

Sincerely,



Michael Francke
Director

MF:mbd
0013K/33