

ANNOTATED MINUTES

Tuesday, September 28, 1993 - 8:30 AM - 12:00 PM
Portland Metropolitan Chamber of Commerce
221 NW Second Avenue

SPECIAL MEETING

- SM-1 The Multnomah County Board of Commissioners and Other County Elected Officials and Department Managers Will Meet to Review the Portland Multnomah Progress Board Work in the Areas of Quality of Life, Education/Children and Families and Public Safety.

FACILITATOR JOE HERTZBERG. PARTICIPANTS JEANNE GOODRICH, BEVERLY STEIN, DAN SALTZMAN, GARY HANSEN, BETSY WILLIAMS, TANYA COLLIER, STEVE TILLINGHAST, ROBERT SKIPPER, MICHAEL SCHRUNK, GARY BLACKMER, SHARRON KELLEY, BILLI ODEGAARD, SUSAN CLARK, MEGANNE STEELE, BILL THOMAS, PAUL SUNDERLAND AND TAMARA HOLDEN BEGAN PRELIMINARY PROCESS FOR IDENTIFYING 20 COUNTY BENCHMARKS FROM OREGON BENCHMARKS LIST AND ESTABLISHING CRITERIA PARAMETERS TO IDENTIFY AND DEVELOP FRAMEWORK FOR USE IN REFINING BENCHMARKS. MS. STEELE DIRECTED TO PREPARE AND SUBMIT A SURVEY TO PARTICIPANTS REQUESTING DATA ADDRESSING AREAS OF ADDITIONAL CONCERN, IDENTIFYING POTENTIAL PARTNERSHIPS, VALUES AND ASSUMPTIONS AND ADDITIONAL BENCHMARKS, FOR COMPILATION PRIOR TO NEXT MEETING. COMMISSIONERS TO SUBMIT LIST OF BENCHMARKS FOR CHAIR STEIN TO PRESENT TO PORTLAND-MULTNOMAH COUNTY PROGRESS BOARD ON OCTOBER 5, 1993. OCTOBER 12, 1993 MEETING TO BE RESCHEDULED AND RELOCATED.

Tuesday, September 28, 1993 - 1:30 PM
Multnomah County Courthouse, Room 602

PLANNING ITEMS

Chair Beverly Stein convened the meeting at 1:34 p.m., with Vice-Chair Gary Hansen, Commissioners Sharron Kelley, Tanya Collier and Dan Saltzman present.

- P-1 CS 7-93 Review the September 7, 1993 Planning and Zoning Hearings Officer Decision Approving, Subject to Conditions, a Change in Zone Designation from GC, General Commercial, to GC, CS, Community Service Designation to Allow Installation of a Cellular Telephone Communications Monopole, with Associated Antennas, and to Erect an Electronics Equipment Building on the Subject Site, for Property Located at 16501 SE DIVISION STREET

DECISION READ, NO APPEAL FILED, DECISION STANDS.

P-2 CU 21-93 Review the September 15, 1993 Planning and Zoning Hearings Officer Decision Denying a Conditional Use Request for a Commercial Activity in Conjunction with Farm Use, for Property Located at 24315 NW OAK ISLAND ROAD

DECISION READ. PLANNING DIRECTOR SCOTT PEMBLE REPORTED A NOTICE OF REVIEW APPEAL WAS FILED AND THAT STAFF RECOMMENDS AN APPEAL HEARING BE SCHEDULED FOR OCTOBER 26, 1993, ON THE RECORD, WITH TESTIMONY LIMITED TO 15 MINUTES PER SIDE.

UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER SALTZMAN, IT WAS UNANIMOUSLY APPROVED THAT A HEARING ON CU 21-93 BE HELD ON OCTOBER 26, 1993, ON THE RECORD, WITH TESTIMONY LIMITED TO 15 MINUTES PER SIDE.

P-3 CU 17-93/HV 9-93 PUBLIC HEARING, ON THE RECORD, PLUS ADDITIONAL EVIDENCE LIMITED TO THE SUBJECT OF POLICY 37, TESTIMONY LIMITED TO 10 MINUTES PER SIDE, in the Matter of an Appeal of the August 13, 1993 Planning and Zoning Hearings Officer Decision Denying a Conditional Use Request and Lot Size Variance Request, for Property Located at 3130 NW FOREST LANE

STAFF PLANNER BOB HALL CITED STATUTORY PROCEDURES AND REQUIREMENTS CONCERNING HEARING PROCESS. HEARINGS OFFICER LARRY EPSTEIN PRESENTATION REGARDING APPLICATION, PROCEDURAL ASPECTS OF REVIEW, STRUCTURE OF WRITTEN DECISION, FACTS ABOUT SITE AND SURROUNDING AREA, REQUEST FOR VARIANCES AND CONDITIONAL USE PERMIT AND OTHER LEGAL ISSUES RAISED DURING AUGUST 13 PROCEEDINGS. COUNTY COUNSEL JOHN DuBAY REPORTED THAT ARNOLD ROCHLIN HAS WITHDRAWN HIS OBJECTION CONCERNING SCOPE OF REVIEW LIMITING ADDITIONAL EVIDENCE TO POLICY 37, AND THAT MR. ROCHLIN IS REQUESTING THAT TWO DOCUMENTS BE EXCLUDED FROM THE RECORD. MR. DuBAY RECOMMENDED THAT THE BOARD DENY MR. ROCHLIN'S REQUEST. MR. EPSTEIN EXPLAINED THAT WHILE THE DOCUMENTS WERE ADMITTED INTO THE RECORD AS EXHIBITS, THEY WERE NOT CITED AS SUPPORT FOR ANY FINDINGS THAT HE MADE.

APPLICANTS' ATTORNEY MICHAEL ROBINSON, ASSERTED THE BOARD RECEIVED A EX PARTE COMMUNICATION IN THE FORM OF A SEPTEMBER 21, 1993 LETTER FROM ARNOLD ROCHLIN TO THE BOARD AND REQUESTED THAT HE BE GIVEN A COPY OF THE LETTER AND HAVE AN OPPORTUNITY TO RESPOND TO ANY SUBSTANTIVE ISSUES. EACH BOARD MEMBER ACKNOWLEDGED RECEIPT OF THE LETTER AND STATED IT WOULD NOT IMPACT TODAY'S DECISION.

MR. ROBINSON PRESENTED TESTIMONY IN SUPPORT OF A REVERSAL OF THE HEARINGS OFFICER DECISION, ADVISING HIS CLIENTS WERE NOT STATUTORILY NOTIFIED BY MAIL OF COUNTY ADOPTION OF A 1980

AGGREGATION ORDINANCE. MR. ROBINSON ASSERTED HIS CLIENTS HAVE AN UNBUILDABLE LOT WHICH CANNOT BE SOLD TO A THIRD PARTY WISHING TO OBTAIN A BUILDING PERMIT, THAT THE PROPERTY CANNOT BE LOGGED, AND THAT DENIAL OF THE REQUEST WOULD RESULT IN A TAKING. MR. ROBINSON INTRODUCED ADDITIONAL EVIDENCE IN THE FORM OF A REPORT THAT APPLICANTS CAN PROVIDE ADEQUATE SUB-SERVICE SEWAGE DISPOSAL AND ASSERTED THERE WOULD BE NO ADVERSE IMPACT ON THE SURROUNDING AREA OR FOREST PARK. MR. ROBINSON RESPONDED TO BOARD QUESTIONS.

ARNOLD ROCHLIN, REPRESENTING HIMSELF AND THE FOREST PARK NEIGHBORHOOD ASSOCIATION, EXPRESSED CONCERN THAT HIS SEPTEMBER LETTER WAS CONSIDERED EX PARTE CONTACT AND ADVISED THAT COPIES WERE SENT TO EACH COMMISSIONER, THE BOARD CLERK AND TO PLANNING STAFF FOR FILING IN THE CASE FILE, AVAILABLE FOR PUBLIC INSPECTION. MR. ROCHLIN ASSERTED THE BOARD DID NOT COMPLY WITH 11.15.8270(E) WHEN SETTING THE SCOPE OF REVIEW ON AUGUST 31 RELATIVE TO DETERMINING WHETHER THE ADDITIONAL EVIDENCE COULD NOT HAVE BEEN PRESENTED AT THE EARLIER HEARING. MR. ROCHLIN ADVISED THAT APPLICANTS' HOUSE IS ON A 4 ACRE PARCEL IN WHAT IS NOW AN 80 ACRE ZONE AND PRESENTED TESTIMONY IN SUPPORT OF THE DENIAL DECISION, EXPLAINING THAT THE FIRST SENTENCE OF 11.15.8505(A) STATES, "THE APPROVAL AUTHORITY MAY PERMIT AND AUTHORIZE A VARIANCE FROM THE REQUIREMENTS OF THIS CHAPTER ONLY WHEN THERE ARE PRACTICAL DIFFICULTIES IN THE APPLICATION OF THE CHAPTER", WHICH APPLICANT FAILED TO IDENTIFY. MR. ROCHLIN URGED THE BOARD TO DENY THE APPLICATION, ADOPT THE HEARINGS OFFICER'S FINDINGS AND CONCLUSIONS AND TO DESIGNATE THE WALKER AND WATSON LETTERS AS EXCLUDED FROM THE RECORD, THOUGH LEFT IN THE FILE. MR. ROCHLIN SUGGESTED THAT APPLICANT DOES NOT EXPECT TO WIN HERE AND REQUESTED A VARIANCE IN ORDER TO SHOW THAT ALL PLAUSIBLE LOCAL REMEDIES WERE TRIED IN ORDER TO RAISE THE MATTER BEFORE LUBA OR THE COURTS.

IN RESPONSE TO A QUESTION OF CHAIR STEIN, MR. DuBAY ADVISED THE BOARD MUST CONSIDER ANY APPLICABLE STATE LAW, ORDINANCES OR CONSTITUTIONAL ISSUES WHICH OVERRIDE THE COUNTY CODE.

IN RESPONSE TO A QUESTION OF COMMISSIONER COLLIER, MR. DuBAY ADVISED HE HAS NO OBJECTION TO THE BOARD EXCLUDING THE TWO LETTERS AND EXPLAINED THAT LUBA HAS AUTHORITY TO TAKE EVIDENCE ON CONSTITUTIONAL ISSUES WHICH DO NOT APPEAR IN THE RECORD.

IN RESPONSE TO A QUESTION OF CHAIR STEIN, MR.

ROCHLIN ADVISED THE CODE REQUIRES THAT APPLICANT IDENTIFY AT LEAST ONE PRACTICAL DIFFICULTY APPLICABLE TO AT LEAST ONE CRITERIA.

IN RESPONSE TO A QUESTION OF COMMISSIONER SALTZMAN, MR. PEMBLE ADVISED THE COUNTY HAS NEVER CONSIDERED PRACTICAL DIFFICULTY CRITERIA.

UPON MOTION OF COMMISSIONER HANSEN, SECONDED BY COMMISSIONER KELLEY, IT WAS UNANIMOUSLY APPROVED THAT THE HEARINGS OFFICER DECISION BE AFFIRMED.

P-4 CU 20-93 PUBLIC HEARING, ON THE RECORD, PLUS ADDITIONAL EVIDENCE LIMITED TO THE SUBJECT OF THE LOT OF RECORD, GENERAL SUITABILITY OF THE PARCEL FOR FARMING AND OTHER APPROVAL CRITERIA AS INTERPRETED BY THE HEARINGS OFFICER, TESTIMONY LIMITED TO 10 MINUTES PER SIDE, in the Matter of an Appeal of the August 5, 1993 Planning and Zoning Hearings Officer Decision Denying a Conditional Use Request for a Non-Resource Related Single Family Residence on EFU, Exclusive Farm Use, for Property Located at 31075 SE LUSTED ROAD

PLANNER SANDY MATHEWSON GAVE THE STAFF REPORT, CRITERIA REQUIREMENTS AND LUBA APPEAL CAVEAT.

BOARD DISCUSSION AND RESPONSE TO CONCERNS OF ATTORNEY TIM RAMIS REGARDING IMPARTIALITY OF THE HEARINGS OFFICER.

HEARINGS OFFICER ROBERT LIBERTY EXPLAINED PROCESS HE USED IN ARRIVING AT HIS DECISION AND RESPONDED TO BOARD QUESTIONS.

Commissioner Kelley left at 3:05 p.m.

IN RESPONSE TO A QUESTION OF COMMISSIONER HANSEN, MR. DuBAY REPORTED THAT THE COUNTY ADOPTED A PARTITION ORDINANCE IN 1978, GOAL 3 WAS ADOPTED IN DECEMBER, 1974 AND THE COUNTY PLAN WAS ACKNOWLEDGED BY THE STATE ON OCTOBER 30, 1980.

MR. RAMIS PRESENTED TESTIMONY SUPPORTING LOT OF RECORD AND SUITABILITY OF PARCEL FOR FARMING, SUBMITTED AN EXHIBIT LIST AND CITED A 1980 LETTER FROM PLANNING STAFF LARRY EPSTEIN DETERMINING THAT THE LOT AT ISSUE IS A LOT OF RECORD, AND A LETTER FROM FARM BUREAU PRESIDENT LARRY BUSHUE ADVISING IT IS HIS OPINION THAT THE USE WOULD BE COMPATIBLE WITH FARM PRACTICES. MR. RAMIS RESPONDED TO BOARD QUESTIONS.

SPENCER VAIL PRESENTED AND EXPLAINED AN AERIAL PHOTO AND RESPONDED TO BOARD QUESTIONS.

COMMISSIONER SALTZMAN MOVED AND COMMISSIONER

COLLIER SECONDED, TO REVERSE THE HEARINGS OFFICER DECISION AND GRANT THE CONDITIONAL USE. MR. DuBAY AND MS. MATHEWSON EXPLANATION IN RESPONSE TO BOARD QUESTIONS. BOARD COMMENTS. MOTION APPROVED WITH COMMISSIONERS COLLIER, SALTZMAN AND STEIN VOTING AYE, AND COMMISSIONER HANSEN VOTING NAY.

MR. DuBAY DIRECTED MR. RAMIS TO PREPARE AND SUBMIT A PROPOSED FINAL ORDER.

P-5 C 5-93 First Reading and Public Hearing of a Proposed ORDINANCE Which Amends the Multnomah County Comprehensive Framework Plan Policy 16 and Multnomah County Code Chapter 11.15 Regarding Significant Environmental Concern (SEC) Provisions and Adopting a Map of Significant Streams and Riparian Areas Which are Designated "3-C" Resource Sites in Multnomah County Goal 5 Inventory

PROPOSED ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. FOLLOWING BOARD DISCUSSION, IT WAS DETERMINED THAT PUBLIC TESTIMONY WOULD BE TAKEN TODAY, AND THE STAFF PRESENTATION AND COMMENTS FROM JIM SITZMAN WOULD BE CONTINUED TO OCTOBER 12, 1993. TESTIMONY IN OPPOSITION TO PROPOSED ORDINANCE FROM RICHARD SHEPARD, KLAUS HEYNE AND SUSAN FRY. TESTIMONY IN SUPPORT OF PROPOSED ORDINANCE FROM CHRIS WRENCH, JOHN SHERMAN, NANCY ROSENLUND, URSULA PICKER, MICHAEL CARLSON, LYN MATTEI AND ARNOLD ROCHLIN.

Commissioner Saltzman left at 4:20 p.m.

FOLLOWING BOARD DISCUSSION AND STAFF COMMENTS, COMMISSIONER COLLIER MOVED AND COMMISSIONER HANSEN SECONDED, CONTINUANCE OF THE FIRST READING TO TUESDAY, OCTOBER 26, 1993. CHAIR STEIN DIRECTED STAFF TO LOOK AT OPTIONS SUGGESTED BY MR. SHERMAN AND MR. ROCHLIN AND LOOK INTO USE OF VOLUNTEER ASSISTANCE IN IDENTIFYING EAST COUNTY STREAMS. COMMISSIONER COLLIER REQUESTED A BOARD BRIEFING ON FUTURE IMPACT ISSUES. MOTION UNANIMOUSLY APPROVED.

There being no further business, the meeting was adjourned at 4:40 p.m.

OFFICE OF THE BOARD CLERK
for MULTNOMAH COUNTY, OREGON

By DEBORAH L. BOGSTER

Wednesday, September 29, 1993 - 8:00 AM - 9:00 AM
Multnomah County Courthouse, Room 602

BOARD BRIEFING

- B-1 Briefing and Discussion on Multnomah County Community Corrections Plan. Presented by M. Tamara Holden and Susan Kaeser.

TAMARA HOLDEN AND BILL WOOD PRESENTATION AND RESPONSE TO BOARD QUESTIONS. STAFF TO RESPOND TO SPECIFIC INFORMATION REQUESTS OF COMMISSIONERS COLLIER AND SALTZMAN. ADDITIONAL BRIEFING TO BE HELD PRIOR TO BOARD CONSIDERATION OF INTERGOVERNMENTAL AGREEMENT AND BUDGET MODIFICATION ON REGULAR AGENDA.

Thursday, September 30, 1993 - 9:30 AM
Multnomah County Courthouse, Room 602

REGULAR MEETING

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

CONSENT CALENDAR

UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER HANSEN, THE CONSENT CALENDAR (ITEMS C-1 THROUGH C-9) WAS UNANIMOUSLY APPROVED.

DEPARTMENT OF SOCIAL SERVICES

- C-1 Ratification of Intergovernmental Agreement Contract 103644 Between the Oregon Department of Energy and Multnomah County, Providing Partial Reimbursement to the Community Action Program Office for Weatherizing Low Income Homes, for the Period July 1, 1993 through June 30, 1995

DEPARTMENT OF ENVIRONMENTAL SERVICES

- C-2 ORDER in the Matter of the Execution of Deed D940919 Upon Complete Performance of a Contract to Jessica P. Sam

ORDER 93-320.

- C-3 ORDER in the Matter of the Execution of Deed D940920 Upon Complete Performance of a Contract to Rodger Evenson

ORDER 93-321.

- C-4 ORDER in the Matter of the Execution of Deed D940921 Upon Complete Performance of a Contract to Glen R. Smith and Doris L. Smith

ORDER 93-322.

- C-5 ORDER in the Matter of the Execution of Deed D940922 Upon Complete Performance of a Contract to Horace Green

ORDER 93-323.

- C-6 ORDER in the Matter of the Execution of Deed D940925 Upon Complete Performance of a Contract to James A. Nelson

ORDER 93-324.

- C-7 ORDER in the Matter of the Execution of Deed D940926 Upon Complete Performance of a Contract to William C. Reed

ORDER 93-325.

- C-8 ORDER in the Matter of the Execution of Deed D940927 Upon Complete Performance of a Contract to Noell Webb

ORDER 93-326.

- C-9 ORDER in the Matter of the Execution of Deed D940928 Upon Complete Performance of a Contract to Bessie A. Burnette

ORDER 93-327.

REGULAR AGENDA

NON-DEPARTMENTAL

- R-1 Multnomah County Citizen Involvement Committee FY 1992-93 Annual Report. Presented by CIC Chair Derry Jackson and CIC Executive Director John Legry.

DERRY JACKSON INTRODUCED ROBIN BLOOMGARDEN, JOHN LEGRY AND ANGEL OLSEN AND PRESENTED HIGHLIGHTS OF THE ANNUAL REPORT. BOARD COMMENTS.

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-2 Ratification of Intergovernmental Agreement Contract 300704 Between the Oregon Department of Transportation and Multnomah County, Providing for the Maintenance of Portland Area ODOT Vehicles and Equipment by Multnomah County Fleet Services, for the Period Upon Execution through June 30, 1998

COMMISSIONER SALTZMAN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-2. TOM GUINEY EXPLANATION AND RESPONSE TO BOARD QUESTIONS. AGREEMENT UNANIMOUSLY APPROVED.

- R-3 ORDER in the Matter of the Establishment of S.E. Butler Road from S.E. Giese Road Southeasterly to Existing S.E. Butler Road, as a County Road to be Known as S.E. Butler Road, No. 5002

COMMISSIONER HANSEN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-3. JOHN DORST EXPLANATION AND RESPONSE TO BOARD QUESTIONS. ORDER 93-328 UNANIMOUSLY APPROVED.

- R-4 RESOLUTION in the Matter of Initiating Proceedings to Vacate a Portion of S.E. Butler Road, County Road Nos. 365

and 588, from S.E. 190th Drive Easterly 298 Ft., More or Less, and Setting a Hearing Date [November 4, 1993 Requested]

COMMISSIONER HANSEN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-4. JOHN DORST EXPLANATION. RESOLUTION 93-329 SETTING PUBLIC HEARING FOR THURSDAY, NOVEMBER 4, 1993 UNANIMOUSLY APPROVED.

DEPARTMENT OF SOCIAL SERVICES

- R-5 Housing and Community Services Division Request for Approval of a \$33,333 Grant from the Oregon Children and Youth Services Commission, for a Parole Transition Coordinator to Work with African American Youth within the Juvenile Justice and Delinquency Prevention Disproportionate Minority Confinement Project, for the Period September 30, 1993 through December 31, 1993

COMMISSIONER SALTZMAN MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF R-5. REY ESPANA AND DWAYNE McNANNAY EXPLANATION AND RESPONSE TO BOARD QUESTIONS. GRANT UNANIMOUSLY APPROVED.

- R-6 Housing and Community Services Division Request for Approval of a Notice of Intent to Apply for a Two-Year Continuation to the Current Robert Wood Johnson Foundation Grant for the "No Place Like Home" Program, Providing Publicly Assisted Housing for Elderly Multnomah County Residents

COMMISSIONER HANSEN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-6. CECILE PITTS EXPLANATION AND RESPONSE TO BOARD QUESTIONS. NOTICE OF INTENT UNANIMOUSLY APPROVED.

- R-7 Budget Modification DSS #5 Requesting Authorization to Transfer \$20,000 in County General Fund from the Mental Health, Youth and Family Services Division, Alcohol and Drug Program Budget, to the Department of Community Corrections, Office of Women's Transition Services Budget

COMMISSIONER SALTZMAN MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF R-7. NORMA JAEGER EXPLANATION AND RESPONSE TO BOARD QUESTIONS. COMMISSIONER COLLIER COMMENTS IN SUPPORT OF ADAPT PROGRAM. BUDGET MODIFICATION UNANIMOUSLY APPROVED.

DEPARTMENT OF SOCIAL SERVICES

- R-8 Ratification of Intergovernmental Agreement Contract 103714 Between Washington County and Multnomah County, Allowing Washington County to Utilize the Multnomah County Juvenile Justice Complex, for the Period July 1, 1993 through June 30, 1994

COMMISSIONER SALTZMAN MOVED AND COMMISSIONER

COLLIER SECONDED, APPROVAL OF R-8. HAL OGBURN, DAVE BOYER, CHIP LAZENBY AND DAVE WARREN EXPLANATION OF ITEMS R-8 THROUGH R-12 AND RESPONSE TO BOARD QUESTIONS. AGREEMENT UNANIMOUSLY APPROVED.

- R-9 Ratification of Intergovernmental Agreement Contract 103724 Between Clackamas County and Multnomah County, Allowing Clackamas County to Utilize the Multnomah County Juvenile Justice Complex, for the Period July 1, 1993 through June 30, 1994**

UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER SALTZMAN, R-9 WAS UNANIMOUSLY APPROVED.

- R-10 Ratification of Intergovernmental Agreement Contract 500234 Between Multnomah County and Clackamas County, for the Lease of 10 Bed Spaces at the Multnomah County Juvenile Justice Complex, for the Period October 1, 1993 through June 30, 2013**

UPON MOTION OF COMMISSIONER COLLIER, SECONDED BY COMMISSIONER KELLEY, R-10 WAS UNANIMOUSLY APPROVED.

- R-11 Ratification of Intergovernmental Agreement Contract 500244 Between Multnomah County and Washington County, for the Lease of 10 Bed Spaces at the Multnomah County Juvenile Justice Complex, for the Period October 1, 1993 Until Mutually Terminated**

UPON MOTION OF COMMISSIONER COLLIER, SECONDED BY COMMISSIONER HANSEN, R-11 WAS UNANIMOUSLY APPROVED.

- R-12 RESOLUTION in the Matter of Depositing Lease-Purchase and Lease Payments Received from Washington and Clackamas Counties for Bed Space in the Juvenile Justice Complex to the Capital Improvement Fund**

COMMISSIONER COLLIER MOVED AND COMMISSIONER SALTZMAN SECONDED, APPROVAL OF R-12. DAVE BOYER EXPLANATION AND RESPONSE TO BOARD QUESTIONS. RESOLUTION 93-330 UNANIMOUSLY APPROVED.

NON-DEPARTMENTAL

- R-13 RESOLUTION in the Matter of Setting out Procedures and Policies for the Board of Equalization and its Members**

COMMISSIONER COLLIER MOVED AND COMMISSIONER SALTZMAN SECONDED, APPROVAL OF R-13. COMMISSIONER COLLIER ACKNOWLEDGED AND EXPRESSED APPRECIATION TO CITIZEN TASK FORCE, LAURELHURST NEIGHBORHOOD ASSOCIATION, COUNTY STAFF AND ELECTED OFFICIALS FOR THEIR ASSISTANCE IN PREPARATION OF PROCESS.

UPON MOTION OF COMMISSIONER COLLIER, SECONDED BY COMMISSIONER SALTZMAN, AN AMENDMENT TO ATTACHMENT A WAS UNANIMOUSLY APPROVED. SANDY DUFFY EXPLANATION IN RESPONSE TO BOARD QUESTIONS. UPON MOTION OF COMMISSIONER COLLIER, SECONDED BY COMMISSIONER HANSEN, 6 AMENDMENTS TO ATTACHMENT B-1 WERE UNANIMOUSLY APPROVED. COMMISSIONER COLLIER MOVED AND COMMISSIONER HANSEN SECONDED, AMENDMENT TO ATTACHMENT B-2. MS. DUFFY AND MARIA ROJO de STEFFEY RESPONSE TO BOARD QUESTIONS AND DISCUSSION. MOTION WITHDRAWN. UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER COLLIER, AMENDMENT TO ATTACHMENT B-2 WAS UNANIMOUSLY APPROVED. UPON MOTION OF COMMISSIONER COLLIER, SECONDED BY COMMISSIONER KELLEY, AMENDMENT TO ATTACHMENT C, PAGE 5 WAS UNANIMOUSLY APPROVED. UPON MOTION OF COMMISSIONER COLLIER, SECONDED BY COMMISSIONER KELLEY, AMENDMENT TO ATTACHMENT C, PAGE 13 WAS UNANIMOUSLY APPROVED. COMMISSIONER HANSEN QUESTION UPON MOTION OF COMMISSIONER COLLIER, SECONDED BY COMMISSIONER HANSEN, AMENDMENT TO ATTACHMENT E WAS UNANIMOUSLY APPROVED.

TESTIMONY IN SUPPORT OF PROPOSED RESOLUTION FROM TOM CROPPER, ROBIN HUNTINGTON, PAULINE GUSTAFSON AND MARK PARKER. BOARD COMMENTS. RESOLUTION 93-331 AS AMENDED, UNANIMOUSLY APPROVED.

PUBLIC COMMENT

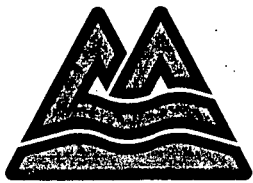
R-14 Opportunity for Public Comment on Non-Agenda Matters.
Testimony Limited to Three Minutes Per Person.

There being no further business, the meeting was adjourned
at 11:25 a.m.

OFFICE OF THE BOARD CLERK
for MULTNOMAH COUNTY, OREGON

By

Deborah C. Bausta



MULTNOMAH COUNTY OREGON

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

BOARD OF COUNTY COMMISSIONERS		
BEVERLY STEIN •	CHAIR •	248-3308
DAN SALTZMAN •	DISTRICT 1 •	248-5220
GARY HANSEN •	DISTRICT 2 •	248-5219
TANYA COLLIER •	DISTRICT 3 •	248-5217
SHARRON KELLEY •	DISTRICT 4 •	248-5213
CLERK'S OFFICE •	248-3277 •	248-5222

AGENDA

MEETINGS OF THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS

FOR THE WEEK OF

SEPTEMBER 27, 1993 - OCTOBER 1, 1993

Tuesday, September 28, 1993 - 8:30 AM - Special Meeting . . .Page 2
Portland Metropolitan Chamber of Commerce
221 NW Second Avenue

Tuesday, September 28, 1993 - 1:30 PM - Planning Items. . . .Page 2

Wednesday, September 29, 1993 - 8:00 AM - Board Briefing. . .Page 3

Thursday, September 30, 1993 - 9:30 AM - Regular Meeting. . .Page 3

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

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

Thursday, 10:00 PM, Channel 49 for Columbia Cable (Vancouver) subscribers

Friday, 6:00 PM, Channel 22 for Paragon Cable (Multnomah East) subscribers

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

INDIVIDUALS WITH DISABILITIES MAY CALL THE OFFICE OF THE BOARD CLERK AT 248-3277 OR 248-5222 OR MULTNOMAH COUNTY TDD PHONE 248-5040 FOR INFORMATION ON AVAILABLE SERVICES AND ACCESSIBILITY.

Tuesday, September 28, 1993 - 8:30 AM - 12:00 PM

Portland Metropolitan Chamber of Commerce
221 NW Second Avenue

SPECIAL MEETING

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Tuesday, September 28, 1993 - 1:30 PM

Multnomah County Courthouse, Room 602

PLANNING ITEMS

- P-1 CS 7-93 Review the September 7, 1993 Planning and Zoning Hearings Officer Decision Approving, Subject to Conditions, a Change in Zone Designation from GC, General Commercial, to GC, CS, Community Service Designation to Allow Installation of a Cellular Telephone Communications Monopole, with Associated Antennas, and to Erect an Electronics Equipment Building on the Subject Site, for Property Located at 16501 SE DIVISION STREET
- P-2 CU 21-93 Review the September 15, 1993 Planning and Zoning Hearings Officer Decision Denying a Conditional Use Request for a Commercial Activity in Conjunction with Farm Use, for Property Located at 24315 NW OAK ISLAND ROAD
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Riparian Areas Which are Designated "3-C" Resource Sites in
Multnomah County Goal 5 Inventory [1 HOUR REQUESTED]

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Multnomah County Courthouse, Room 602

BOARD BRIEFING

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Thursday, September 30, 1993 - 9:30 AM

Multnomah County Courthouse, Room 602

REGULAR MEETING

CONSENT CALENDAR

DEPARTMENT OF SOCIAL SERVICES

- C-1 Ratification of Intergovernmental Agreement Contract 103644 Between the Oregon Department of Energy and Multnomah County, Providing Partial Reimbursement to the Community Action Program Office for Weatherizing Low Income Homes, for the Period July 1, 1993 through June 30, 1995

DEPARTMENT OF ENVIRONMENTAL SERVICES

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- C-6 ORDER in the Matter of the Execution of Deed D940925 Upon Complete Performance of a Contract to James A. Nelson
- C-7 ORDER in the Matter of the Execution of Deed D940926 Upon Complete Performance of a Contract to William C. Reed
- C-8 ORDER in the Matter of the Execution of Deed D940927 Upon Complete Performance of a Contract to Noell Webb
- C-9 ORDER in the Matter of the Execution of Deed D940928 Upon Complete Performance of a Contract to Bessie A. Burnette

REGULAR AGENDA

NON-DEPARTMENTAL

- R-1 Multnomah County Citizen Involvement Committee FY 1992-93 Annual Report. Presented by CIC Chair Derry Jackson and CIC Executive Director John Legry. [9:30 AM TIME CERTAIN, 30 MINUTES REQUESTED]

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-2 Ratification of Intergovernmental Agreement Contract 300704 Between the Oregon Department of Transportation and Multnomah County, Providing for the Maintenance of Portland Area ODOT Vehicles and Equipment by Multnomah County Fleet Services, for the Period Upon Execution through June 30, 1998
- R-3 ORDER in the Matter of the Establishment of S.E. Butler Road from S.E. Giese Road Southeasterly to Existing S.E. Butler Road, as a County Road to be Known as S.E. Butler Road, No. 5002
- R-4 RESOLUTION in the Matter of Initiating Proceedings to Vacate a Portion of S.E. Butler Road, County Road Nos. 365 and 588, from S.E. 190th Drive Easterly 298 Ft., More or Less, and Setting a Hearing Date [November 4, 1993 Requested]

DEPARTMENT OF SOCIAL SERVICES

- R-5 Housing and Community Services Division Request for Approval of a \$33,333 Grant from the Oregon Children and Youth Services Commission, for a Parole Transition Coordinator to Work with African American Youth within the Juvenile Justice and Delinquency Prevention Disproportionate Minority Confinement Project, for the Period September 30, 1993 through December 31, 1993
- R-6 Housing and Community Services Division Request for Approval of a Notice of Intent to Apply for a Two-Year Continuation to the Current Robert Wood Johnson Foundation Grant for the "No Place Like Home" Program, Providing Publicly Assisted Housing for Elderly Multnomah County Residents
- R-7 Budget Modification DSS #5 Requesting Authorization to Transfer \$20,000 in County General Fund from the Mental Health, Youth and Family Services Division, Alcohol and Drug Program Budget, to the Department of Community Corrections, Office of Women's Transition Services Budget

DEPARTMENT OF SOCIAL SERVICES

- R-8 Ratification of Intergovernmental Agreement Contract 103714 Between Washington County and Multnomah County, Allowing Washington County to Utilize the Multnomah County Juvenile Justice Complex, for the Period July 1, 1993 through June

30, 1994

- R-9 Ratification of Intergovernmental Agreement Contract 103724 Between Clackamas County and Multnomah County, Allowing Clackamas County to Utilize the Multnomah County Juvenile Justice Complex, for the Period July 1, 1993 through June 30, 1994
- R-10 Ratification of Intergovernmental Agreement Contract 500234 Between Multnomah County and Clackamas County, for the Lease of 10 Bed Spaces at the Multnomah County Juvenile Justice Complex, for the Period October 1, 1993 through June 30, 2013
- R-11 Ratification of Intergovernmental Agreement Contract 500244 Between Multnomah County and Washington County, for the Lease of 10 Bed Spaces at the Multnomah County Juvenile Justice Complex, for the Period October 1, 1993 Until Mutually Terminated
- R-12 RESOLUTION in the Matter of Depositing Lease-Purchase and Lease Payments Received from Washington and Clackamas Counties for Bed Space in the Juvenile Justice Complex to the Capital Improvement Fund

NON-DEPARTMENTAL

- R-13 RESOLUTION in the Matter of Setting out Procedures and Policies for the Board of Equalization and its Members

PUBLIC COMMENT

- R-14 Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.

00266C/47-51/db

SHARRON KELLEY
Multnomah County Commissioner
District 4



Portland Building
1120 S.W. Fifth Avenue, Suite 1500
Portland, Oregon 97204
(503) 248-5213

MEMORANDUM

TO: Clerk of the Board
Board of County Commissioners

FROM: Sharron Kelley SK

RE: Late Arrival and Early Departure from Board Meetings

DATE: September 23, 1993

I shall be arriving late to the morning board meeting at the Portland Chamber on September 28th as I have a previous scheduled meeting. I will do my best to arrive as soon as possible.

In the afternoon, I will be participating in the Ribbon Cutting Ceremony at the Harold Oliver Elementary site for the East County Caring Community project at 3:00 p.m. Therefore, I shall be departing early from the 1:30 p.m. board planning session.

I apologize for any inconvenience that my schedule may cause, but both these commitments were previously scheduled.

BOARD OF
COUNTY COMMISSIONERS
1993 SEP 23 PM 4:47
MULTNOMAH COUNTY
OREGON

MEETING DATE: SEP 28 1993

AGENDA NO: Sm-1

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: SPECIAL MEETING NOTICE

BOARD BRIEFING Date Requested: _____

Amount of Time Needed: _____

REGULAR MEETING: Date Requested: Tuesday September 28, 1993

Amount of Time Needed: 8:30-Noon

DEPARTMENT: Nondepartmental DIVISION: County Chair's Office

CONTACT: Chair Stein TELEPHONE #: X-3308
BLDG/ROOM #: 106/1410

PERSON(S) MAKING PRESENTATION: _____

ACTION REQUESTED:

☐ INFORMATIONAL ONLY ☐ POLICY DIRECTION ☐ APPROVAL ☐ OTHER

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

The Board of County Commissioners, other County elected officials and Department Managers will meet to review the Portland Multnomah Progress Board work in the areas of Quality of Life, Education|Children and Families, and Public Safety

Meeting will take place at the Chamber of Commerce Board Room, 221 NW 2nd Avenue from 8:30 AM - Noon

SIGNATURES REQUIRED:

ELECTED OFFICIAL: Beverly Stein

OR

DEPARTMENT MANAGER: _____

BOARD OF
COUNTY COMMISSIONERS
1993 SEP 20 PM 4:42
MULTNOMAH COUNTY
OREGON

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

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

TO: Chair's Staff

FROM: Meganne *MS*

RE.: Schedule For Benchmarks & Budget Development

DATE: September 21, 1993

Attached is a schedule of meetings for the County's benchmarks and budget development efforts during the next few months. Please let me know if you identify areas where we can coordinate our efforts.

In the near future, we'll be developing a participative approach for identifying issues and opportunities to be addressed in the upcoming budget. Please keep this in mind and feel welcome to drop me a note if you have an idea or concern that should be dealt with in the budget. I'll keep a file with the various suggestions and we'll be sure to consider them at the appropriate time.

Thank you.

BOARD OF
COUNTY COMMISSIONERS
1993 SEP 22 AM 11:13
MULTNOMAH COUNTY
OREGON

BENCHMARKS & BUDGET DEVELOPMENT PROCESS - FALL 1993

<u>Meeting Date</u>	<u>Time & Location</u>	<u>Purpose</u>
9 / 1 - 9 / 8	various	Departmental training on new program, performance budgeting system
9 / 14	10:30 - 11:30 Board Room	Briefing by benchmarks by Duncan Wyse, Executive Director of the Oregon Progress Board
9 / 21	1:00 - 4:00 World Trade Ctr Conf. 2 & 3 Mezzanine Level	Portland - Multnomah County [P/M] Progress Board meets to refine Quality of Life benchmarks and to review the Education/ Children & Families and Public Safety task force reports
9 / 28	8:30 - 12:00 Chamber of Commerce Board Room 221 NW 2nd Ave	County Commissioners, elected officials & department managers meet to review the P/M Progress Board work in the areas of Quality of Life, Education/Children and Families, and Public Safety
9 / 29	7:00 - 8:30 pm Morrison Bldg. 2115 SE Morrison	Training for CBAC members and interested citizens
10 / 2	9:30 - 11:00 am Morrison Bldg. 2115 SE Morrison	Training for CBAC members and interested citizens
10 / 5	3:00 - 6:00 World Trade Ctr. Conf. Rooms A & B	P/M Progress Board meets to refine Education / children & Families and Public Safety benchmarks and to review the Governance and Economic Development task force reports
10 / 11 - 10 / 22	various	Departmental meetings with Chair to review budget descriptions and performance measures

10 / 12

CX
8:30 - 12:00
Blue Lake ,
Lake House

County commissioners, elected officials & department managers meet to review the P/M Progress Board work in the areas of Governance and Economic Development and to develop overall comments to the P/M Progress Board

10 / 19

1:00 - 4:00
(location to be set)

P/M Progress Board meets to refine the Governance and Economic Development benchmarks and to approve a benchmark document for community review and comment

by 10 / 22

various

Departments present recommended performance measures to CBACs and CBACs provide preliminary reactions

10 / 25 -
11 / 19

(to be set)

P/M Progress Board solicits comments from community on proposed benchmarks

10 / 26

8:30-12:00
7:00 pm
(to be set)

CHAMBER of Commerce Board Room

P/M Progress Board meets with the East County Community to solicit comments on the benchmarks

11 / 4

9:00 am
Board Meeting

Board of County Commissioners approves budget narrative descriptions and performance measures and suggests areas for continued refinement

11 / 23

(to be set)

P/M Progress Board meets and adopts benchmarks for the community

11 / 30

8:30 - 4:30
Blue Lake
Lake House

Commissioners, elected officials & department managers retreat to prepare to adopt county Benchmarks and to work on the budget within the framework of benchmarks

12 / 16

30
~~9:00~~
Board Room

Board of County Commissioners adopts benchmarks

MULTNOMAH COUNTY BENCHMARKS
SEPTEMBER 28, 1993
8:30-12:00

PARTICIPANTS: Elected officials and department managers
FACILITATOR: Joe Hertzberg, Decisions Decisions

INTRODUCTION

- Welcome--Beverly Stein.
- Overview of the morning--Joe Hertzberg.
- Benchmarks and Multnomah County--Beverly Stein and Meganne Steele.

BENCHMARKS AND BUDGETS

Can benchmarks be a useful tool for Multnomah County?

TOP TWENTY

- Participants list the benchmarks they have identified as most important. Tally the results.
- Discuss and refine benchmarks identified by the most people. Invite participants to make a case for those which are not in this group.

BENCHMARKS, BENCHMARKS EVERYWHERE

How does Multnomah County fit with other related processes, including the Progress Board, Multnomah County Visions, Portland Future Focus, and state benchmarks.

WHAT NEXT?

Who needs to do what by when? How does our timetable fit with the Progress Board?

FINAL WORD

Oregon Benchmarks for People

Nurturing Families, Thriving Children

Stable Home Life

- 1* Pregnancy rate per 1,000 females ages 10-17.
2. Birth rate per 1,000 females ages 10-17.
3. Percentage of children living above 100% of the federal poverty level.
4. Number of children abused or neglected per 1,000 persons under 18.
5. Spousal abuse: domestic violence calls per 1,000 households.
6. Percentage of children who are homeless at some time in the past year.
7. Of children born outside of marriage, the percentage who have legal paternity established in a given year.
8. Percentage of current court ordered child support paid to single parent families.

Healthy Babies and Toddlers

9. Percentage of babies whose mothers received adequate prenatal care (beginning in the first trimester).
10. Percentage of healthy birthweight babies.
- 11* Percentage of infants whose mothers did not use:
 - a. illicit drugs.
 - b. alcohol.
 - c. tobacco during pregnancy.
12. Rate per 1,000 childbearing women who test positive for HIV at birth.
13. Infant mortality rate per 1,000.

Early Childhood Development

14. ~~adequate~~ immunizations
- 15* Percentage of children kindergarten teachers believe are prepared to participate successfully in school.
- 16* Percentage of children entered kindergarten meeting specific developmental standards for their age.

Success in School

Academic Achievement

- 17* Student Skills: Percentage of students who achieve established skill levels.
- 18* Fifth Grade Composite Scores: Reading and math.
- 19* Fifth Grade Composite Scores: Writing.
- 20* Eleventh Grade Composite Scores: Reading and math.
- 21* Eleventh Grade Composite Scores: Writing.
22. Percentage of high school graduates proficient in at least one language other than English (overall and learned in school).

*Urgent Benchmarks

K-12 National and International Comparative Performance

- 23. Ranking on national assessments (arts, geography, history, math, reading, science, and writing).
- 24. Ranking on national assessments for economically disadvantaged urban schools.
- 25. Ranking on international reading, math, and science assessments.

Post-Secondary Education Performance

- 26. Percentage of baccalaureate graduates who achieve established skill levels.
- 27. Percentage of baccalaureate graduates who are proficient in a language other than English.
- 28. Percentage of students, graduates, and employers who are satisfied with their experience with higher education.

Student Health

Health Practices and Fitness

- 29* Percentage of students free of involvement with alcohol in the previous month.
- 30* Percentage of students free of involvement with illicit drugs in the previous month.
- 31* Percentage of students free of involvement with tobacco in the previous month.
- 32. Sexually transmitted disease rate per 10,000 Oregonians ages 10-19.
- 33. Percentage of students who carry weapons to school.
- 34. Percentage of children in grades 9-12 who exercise aerobically at least three times per week.

High School to Post-Secondary Educational Attainment

Current Transitions from Secondary Education

- 35* Percentage of high school students with significant involvement in professional-technical education and entrepreneurial programs.
- 36. Percentage of high school students enrolled in structured work experience programs.
- 37* Percentage of disabled high school students moving directly from high school to competitive or supported employment.
- 38. High school graduation rate.

Profiles of 25-Year Olds

- 39. Percentage of 25-year olds with a high school or equivalent degree.
- 40. Percentage of 25-year olds with a certificate granted in non-baccalaureate education and training programs (A.A. degree or journey person card).
- 41. Percentage of 25-year olds with a baccalaureate degree.
- 42. Percentage of 25-year olds who have had a meaningful experience abroad.

*Urgent Benchmarks

Adult Education

Adult Formal Education

Percentage of Oregon adults who have:

- 43. Completed high school or an equivalent program.
- 44. Completed at least one year of post-secondary education or training.
- 45. Completed an associate degree in professional-technical education.
- 46. Completed a baccalaureate degree.
- 47. Completed a post-baccalaureate degree.
- 48. Completed a certified apprenticeship program (Journey person card).

Ongoing Occupational Training and Education

- 49. Percentage of employees working in firms which train over 50% of their work force 20 hours or more annually in work skills or work processes.
- 50. Percentage of employer payroll dedicated to training and education.

Work Force Adaptability

- 51* Percentage of displaced workers:
 - a. Re-employed within 24 months and earning at least 90% of previous income.
 - b. Actively engaged in job retraining programs or educational programs.

Adult Skill Proficiency

English Literacy Skills

- 52. Prose Literacy (understands text information).
- 53. Document Literacy (can understand and use graphs, text, maps, etc.)
- 54. Quantitative Literacy (can understand math and apply it).
- 55. Information/technology literacy.

Multilingual Skills

Percentage of Oregon adults who are:

- 56. Proficient in more than one language.
- 57. Proficient in an Asian language.
- 58. Proficient in Spanish.
- 59. Proficient in a European language other than Spanish.

*Urgent Benchmarks

International Awareness

- 60. Scores of Oregonians on an assessment of basic geography knowledge.
- 61. Percentage of Oregonians participating in cultural exchanges.

Adult Health

Health Practices

- 62. Percentage of adults who use vehicle safety restraints consistently.
- 63. Percentage of adults who have normal blood pressure.
- 64. Percentage of adults who maintain a recommended weight-to-height ratio.
- 65. Percentage of adults who exercise aerobically for 20 minutes at least three times a week.
- 66. Percentage of adults who drink alcohol only in moderation.
- 67. Percentage of adults who do not currently smoke tobacco.
- 68. Percentage of adults with good health practices.
- 69. The incident rate of occupational illness and injury (per 100 full time equivalent employees) per year.

Communicable Diseases

- 70* HIV and AIDS - annual percentage/number of HIV cases with an early diagnosis.
- 71. Sexually transmitted disease rate for adults 20 to 44 years old.
- 72. Incidence of tuberculosis per 100,000 population.
- 73. Incidence of hepatitis B per 100,000 population.

Premature Mortality

- 74. Years of potential life lost (rate per 1,000 population).
- 75. Percentage of adults who abuse drugs.
- 76. Substance use death rates per 100,000 population annually.
- 77. Percentage of deaths which are linked to alcohol or drug use.
- 78. Percentage of deaths related to tobacco use.
- 79. Deaths due to unintentional injuries per 100,000 annually.
- 80. Suicide rate per 100,000 annually.
- 81. Deaths due to AIDS annually.

Equal Opportunity and Social Harmony

Civil and Occupational Participation

- 82. Elected and appointed officials - percent of minorities and women participating.
- 83. Business owners - percent of minorities and women participating.
- 84. Employment in historically under-represented occupations (e.g., management, professions, and technical occupations).

*Urgent Benchmarks

Social Harmony in K-12 Schools

- 85. Percentage of schools that have culturally diverse curricula.
- 86. Percentage of schools that have conflict resolution curricula.

Social Harmony in the Community

- 87* Hate crimes (reported crimes against people or property motivated by prejudice) per 100,000 Oregonians.
- 88. Workplace civil rights complaints against 100,000 population.

Oregon Seniors

- 89. Percentage living independently or with adequate support.
- 90. Percentage who are employed and/or volunteer at least 15 hours per week.
- 91. Percentage living above the poverty level.
- 92. Elder abuse rate per 100,000.

Oregonians with Mental Illness

- 93. Percentage living in housing of their choice with adequate support.
- 94. Percentage who are employed.
- 95. Percentage living above the poverty level.

Oregonians with Developmental Disabilities

- 96. Percentage living in community housing of their choice with adequate support.
- 97. Percentage who are employed.
- 98. Percentage living above the poverty level.

Oregonians with Physical Disabilities

- 99. Percentage living independently with adequate support.
- 100. Percentage who are employed.
- 101. Percentage living above the poverty level.

Customer Satisfaction: Percentage of Oregonians who think Oregon is doing a good job at:

- 102. Providing skills to compete in a global economy.
- 103. Helping individuals and families in need.
- 104. Providing primary and second education.
- 105. Controlling drug use.

*Urgent Benchmarks

Oregon Benchmarks for Quality of Life

Clean Beautiful Natural Environment

Air

- 1* Percentage of Oregonians living where the air meets government ambient air quality standards.
- 2. Carbon dioxide emissions (million metric tons) as a percentage of 1990 emissions.

Water

- 3* Miles of assessed Oregon rivers and streams not meeting government state and federal in-stream water quality standards.
- 4. Groundwater:
 - a. Total amount.
 - b. Percentage that is contaminated.
- 5* Percentage of key rivers and rivers with in-stream water rights meeting in-stream flow needs.

Land

- 6. Percentage of Oregon agricultural land in 1970 still preserved for agricultural use.
- 7. Percentage of rangelands which are in good or excellent condition.
- 8. Percentage of land with allowable soil loss erosion rates.
- 9. Forest land - percentage healthy and preserved.
- 10. Percentage of Oregon wetlands in 1990 still preserved as wetlands.
- 11. Percentage of identified Oregon hazardous waste sites that are cleaned up or begin cleaned up.
- 12. Percentage of high-level radioactive nuclear waste cleaned up at the Hanford Nuclear Reservation.
- 13. Pounds of Oregon municipal solid waste landfilled or incinerated per capita per year.

Plants, Fish, and Wildlife

- 14. Percentage of native fish and wildlife that are threatened, endangered, or sensitive.
- 15. Percentage of native plant species that are threatened, endangered, or sensitive.
- 16* Percentage of key sub-basins in which wild salmon and steelhead populations are increasing or at target levels.

Outdoor Recreation

- 17. Acres of primitive and wilderness public land in Oregon (millions).
- 18. Acres of multi-purpose public land available for recreation in Oregon.
- 19. Acres of Oregon parks and protected recreation land per 1,000 Oregonians.

*Urgent Benchmarks

Developed Environment

Community Design

- 20. Percentage of new developments where occupants are within 1/2 mile of a mix of stores and services, transit, parks, and open spaces.
- 21. Percentage of existing developments where occupants are within 1/2 mile of a mix of stores and services, transit, parks, and open spaces.
- 22. Percentage of development in Oregon per year occurring within urban growth boundaries.
- 23. Residences per acre within urban growth boundaries.
- 24. Number of Oregonians (in thousands) with drinking water that does not meet health standards.
- 25. Number of Oregonians (in thousands) with sewage disposal that does not meet government standards.
- 26. Percentage of total land within the Portland metropolitan area which is open space.
- 27. Percentage of total land within the Portland metropolitan area preserved as open space.
- 28. Acres of community parks, designated recreation areas and designated open space per 1,000 Oregonians living in communities.

Transportation

- 29. Percentage of Oregonians who commute (one-way) within 30 minutes between where they live and where they work.
- 30. Percentage of miles of limited access highways in Oregon metropolitan areas that are not heavily congested during peak hours.
- 31. Access to alternative transportation modes.
- 32. Percentage of Oregonians who commute to and from work during peak hours by means other than a single occupancy vehicle.
- 33* Vehicles miles traveled per capita in Oregon metropolitan area (per year).

Housing

- 34. Percentage of Oregon households that can afford the median-priced Oregon home for sale.
- 35* Home Renters: Percentage of Oregon households below median income spending less than 30 percent of their household income on housing (including utilities).
- 36* Home Owners: Percentage of Oregon households below the median income spending less than 30 percent of their household income on housing (including utilities).
- 37. Number of Oregonians who were homeless at some time in the last year.
- 38. Percentage of families with children with affordable housing.
- 39. Energy use per dollar of household income (BTU per dollar).

Access of Facilities

- 40. Percentage of public buildings and facilities accessible to Oregonians with physical disabilities.

***Urgent Benchmarks**

Access Between Communities

- 41. Percentage of Access Oregon Highways built to handle traffic at a steady 55 mile-per-hour rate.
- 42. Percentage of Oregonians living in communities with daily scheduled inter-city passenger bus, van, or rail service.
- 43. Percentage of Oregonians living within 50 miles of an airport with daily scheduled air passenger service.

Emergency Preparedness

- 44. Property damage per year in Oregon due to wildfires (millions).
- 45. Structure fire damage per year in Oregon.
- 46. Percentage of Oregonians living within any local government jurisdiction which has an emergency management program incorporated into its basic governing structure.
- 47. Percentage of Oregonians living within jurisdictions with the capability to respond to a disaster, coordinate multi-jurisdictional resources, and assist communities to recover fully from the effects.

Communities

Public Safety

- 48. Index crimes rate per 1,000: Willful murder, aggravated assault, burglary, larceny, motor vehicle theft, arson, rape.
- 49. Other crimes punishable to statute rate per 1,000 (e.g., negligent homicide, kidnapping, simple assault, forgery, fraud, vandalism, weapon laws, drug and liquor laws, prostitution).
- 50. Juvenile arrests per 1,000 juvenile Oregonians per year.
- 51*. Average rate of reincarceration of paroled offenders within three years of initial release.
- 52. Rate of arrestees who have one or more drugs in their system at time of arrest.
- 53. Percentage of parole revocations involving substance abuse problems.
- 54*. Number of communities involved in a community-based strategic plan for law enforcement.

Justice

- 55. Time the judicial system takes to resolve cases.
- 56. Share of index crime arrests relative to share of adult population, by community.
- 57. Share of index crime convictions relative to share of adult population, by community.
- 58. Victimization rates: Homicides.
- 59. Victimization rates: Hate Crimes.

Access to Cultural Enrichment

- 60. Number of arts events attended per capita in Oregon per year.
- 61*. Rank in per capita arts funding.
- 62. Percentage of counties with significant cultural exchange opportunities.
- 63. Percentage of Oregonians served by a public library which meets minimum service criteria.

*Urgent Benchmarks

Sense of Community

- 64. Percentage of eligible Oregonians registered to vote.
- 65. Percentage of eligible Oregonians who vote.
- 66. Oregon's rank among states in percentage of adults who vote.
- 67. Percentage of Oregonians who volunteer at least 50 hours of their time per year to civic, community, or nonprofit activities.
- 68. Percentage of Oregonians who understand the Oregon governmental system.
- 69. Percentage of Oregonians with a positive view of the state.

Access to Health Care

- 70* Percentage of Oregonians with economic access to health care.
- 71* Percentage of Oregonians with geographic access to health care.
- 72. Percentage of families with a member with a disability who receive in-home support.
- 73. Percentage of injured workers who receive adequate compensation.
- 74. Percentage of Oregonians with access to public or private treatment for mental or emotional problems.
- 75. Percentage of seniors seeking nursing homes who access them.
- 76. Percentage of people seeking drug and alcohol treatment receive it.
- 77. Percentage of offenders needing drug and alcohol treatment who receive it.

Access to Child Care

- 78* Percentage of child care facilities which meet established basic standards.
- 79. Accredited child care facilities as a percent of regulated child care facilities.
- 80. Number of identified child care slots available for every 100 children under age 13.
- 81. Percentage of families for whom child care is affordable.

Customer Satisfaction: Percentage of Oregonians who think Oregon is doing a good job at:

- 82. Protecting natural resource lands.
- 83. Maintaining clean air and water.
- 84. Maintaining highways, roads, and bridges.
- 85. Providing parks and open spaces.
- 86. Developing mass transit.
- 87. Developing clean and attractive cities.
- 88. Providing easy access to work, shops, parks, and recreation.
- 89. Providing economic access to health care.
- 90. Controlling crime.
- 91. Making available cultural and entertainment opportunities.

*Urgent Benchmarks

Oregon Benchmarks for the Economy

Increasing Standard of Living

Real Per Capita Personal Income (1990 dollars)

1. Real per capita income as a percentage of U.S. real per capita income.
2. Income per capita as a percentage of the Oregon overall per capita income among.
3. Female to male ratio of the mean annual earnings of full time workers.
4. Level of real per capita income (1990 State = 100%).
5. Percentage of Oregon households with net assets greater than \$10,000.
6. Average annual payroll per worker (all industries, 1990 dollars).

Balanced Distribution of Jobs and Income

7. Percentage of Oregonians with incomes above 100% of the Federal poverty level.
8. Percentage of Oregonians with incomes above 125% of the Federal poverty level.
9. Percentage of Oregonians in the middle income range.
10. Percentage of Oregonians employed outside the Portland tri-county area.
11. Percentage of Oregonians employed outside the Willamette Valley and the Portland tri-county area.

Total Employment (minimum goals, in thousands)

12. State
 - a. Portland
 - b. North coast, etc.

*Urgent Benchmarks

Diverse and Productive Industry

Diverse Industry - total payroll and per worker payroll

- 13. Producer Services.
- 14* Forest Products.
- 15. Visitor Industry.
- 16. High Technology.
- 17* Agricultural Products.
- 18. Environmental Services.
- 19. Primary and Fabricated Metals.
- 20. Software.
- 21. Aerospace.
- 22. Plastics.
- 23. Biotechnology.
- 24. Fisheries.
- 25. Mining.
- 26. Film and Video.
- 27. Arts Industry.

Small Business

- 28. Small business startups per 1,000 population.

Productive Employers

- 29. Percentage of companies that adopt high performance work organization practices.
- 30. Percentage of employers who engage in student structured work experience programs.
- 31. Percentage of employers who engage in formal apprenticeship programs.
- 32. Percentage of employer payroll dedicated to training and education.
- 33. Percentage of employers who offer child care benefits.

Diversification Measures

- 34. Concentration of Oregon's employment in manufacturing relative to the national concentration.
- 35. Percentage of manufacturing employees outside the five largest manufacturing sectors.
- 36. Percentage of professional services exported (imported) relative to total Oregon industry demand.
- 37* Percentage of manufactured goods sold outside the U.S.

Contained Costs of Doing Business

Workers' Compensation

- 38. Oregon's ranking among states in workers' compensation costs.

*Urgent Benchmarks

Health Care Costs for Businesses

- 39. Oregon's ranking among states in health care costs.
- 40* Health care costs relative to 1980 costs (inflation adjusted).

Energy Rates and Services

- 41. Oregon's total energy bill as a share of state personal income.
- 42. Oregon average electricity rates as a percentage of the national average.
- 43. Oregon average industrial electric rates as a percentage of the national average.
- 44. Oregon natural gas rates as a percentage of national average.
- 45. Rates for natural gas transmission and distribution services to industrial customers relative to 1980 rates.

Maintain Oregon's Capacity for Expansion and Growth

Land

- 46. Percentage of Oregon industrial acreage identified in comprehensive plans that is actually suitable for development.

Water

- 47. Number of river miles not in compliance with government water quality standards and therefore unable to accommodate additional development.

Air

- 48. Number of areas not in compliance with government ambient air standards and therefore unable to accommodate additional municipal and industrial development.

Timber

- 49. Percentage of public and private forest land in Oregon available for timber harvest.
- 50. Amount of timber harvested per year in Oregon (five year rolling average; billions of board feet).

Streamlined Permitting

- 51. Percentage of permits issued within the target time period or less.

*Urgent Benchmarks

Access of Markets and Information

Air Transportation

- 52. Number of U.S., Canadian, and Mexican metropolitan areas over 1 million population served by non-stop flights to and from any Oregon commercial airport.
- 53. Number of international cities of over 1 million population (outside Canada and Mexico) served by direct or non-stop flights to and from any Oregon commercial airport.

Ground Transportation

- 54. Backlog of city, county, and state roads and bridges in need of repair and preservation.

Marine Transportation

- 55. Portland transpacific container export rates compared to those in Seattle and Tacoma (percent greater or less than).

Telecommunications

- 56. Percentage of Oregon households with single-party, touchtone capable telephone service.
- 57. Percentage of Oregon telephone lines that can reliably transmit data at medium speed.
- 58. Percentage of Oregon households with personal computers at home who send and receive data and information over telecommunications.
- 59. Percentage of Oregonians with access to high speed-multichannel telecommunication lines.

Research and Technology

- 60. Venture capital invested per capita.
- 61. Oregon's national ranking in federal research and development funding per capita.
- 62. Oregon's national ranking in private research and development funding per capita.
- 63. Oregon's ranking in patents issued per capita.

Public Finance and Public Agency Performance

Taxes

- 64. Taxes per capita as percentage of U.S. taxes per capita.
- 65* Oregon ranking in state and local taxes per capita.
- 66. Business taxes.

Public Infrastructure Investment

- 67* Real per capita capital outlays for facilities (1990 constant dollars).

*Urgent Benchmarks

Public Agency Performance

- 68. Percentage of public agencies which are high performance work organizations.
- 69* Percentage of agencies that employ results-oriented performance measures.
- 70. Financial World Magazine rating (out of 50 states).
- 71. State general obligation bond rating (Standard and Poor's).

Customer Satisfaction: Percentage of Oregonians who think Oregon is doing a good job at:

- 72. Creating jobs.
- 73. Keeping jobs.
- 74. Promoting Oregon to other states.
- 75. Promoting Oregon to other countries.
- 76* Providing governmental services.

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*Urgent Benchmarks



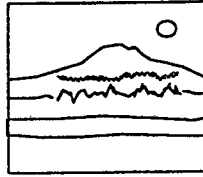
Multnomah County

SSIONS

The 1990's and Beyond

Citizens County Visions Report

The 1990's & Beyond



Report to the Board of County Commissioners

Multnomah County Citizen Involvement Committee

Room 215
2115 SE Morrison Street
Portland, Oregon 97214

September 1989

"As citizens of Multnomah County, we are stakeholders in the future of our county. Citizens provide citizen values for strategic planning. Citizens provide citizen visions for life in Multnomah County. Without your values and visions to describe what kind of community we want to live in, the Multnomah County Strategic Plan will not become a living document with potential for influencing decisions in the 1990's and beyond."

from the *County Conduit*, March 1989

(Copies of this special issue may still be available at The Office of Citizen Involvement, 248-3450.)

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Acknowledgements

There were many people who played a special role in the development of the *County Visions* project. The Strategic Planning / County Visions Committee deserves recognition for struggling with the very difficult job of developing the *County Visions* process: Ben Butzien, Dennis Payne, Martha White, Alex Pierce, Jonathan Brown, and John Miller. Much of the success of this project stems from those many hours spent from October through January developing the process.

Merlin Reynolds, CIC Executive Director, tracked the development of the county's strategic planning from its beginnings, and guided us through last year. He realized the magnitude of the project and kept us going when things looked gloomy.

Myrna L. Holt and Keith Loeffler must be recognized for making the meetings happen. We could not have completed those 18 *County Visions* meetings without their help and talent. Keith's perspective as a former CIC member was particularly helpful. Michael Loeffler, a student at Mt. Hood CC, provided a professional soundtrack for our County Visions slide show. As a result of Myrna's initiative, we had excellent participation from college young people.

Jamie Damon from the Portland Neighborhood Mediation Center greatly assisted us in refining our visions process as well as in the many meetings she personally facilitated. Their Meeting Facilitation Group provided volunteer facilitators for most of our *Visions* meetings which aided in the success of those meetings.

Becky Black and Michael Schultz, two very able volunteers, put together the trend data included in the special issue of our newspaper that was such an important part of our visions process. CIC member Mark Williams reviewed the legal mandates for our committee.

assisted the process by providing additional funding for part time staff and a special issue of the *County Conduit*. John Cronise, of the same department, created the flow charts for the *County Visions* meetings that helped communicate the strategic planning process and how citizens could participate.

Robert Wise, PSU Director of Planning, started the June plenary session off at a lively pace with a provocative talk on the future economic environment. Wally Priestly taped the plenary session and created a video of the project which is available through the Office of Citizen Involvement.

The format for this report was inspired by *A Green City Program for San Francisco Bay Area Cities & Towns* published by Planet Drum Books, PO Box 31251, San Francisco, California 94131. Carol Canning designed the cover for this report, which she rendered with an airbrush. John Miller designed the *County Visions* logo used for this project. John also used desktop publishing technology to produce this final report.

Lewis & Clark College and Kaiser Permanente Center for Health Research provided computing and graphic resources.

Writing the visions chapters based on the *County Visions* meetings was critical to the project and without the added help of volunteers like Susan Disciple, Gloria Fisher, Mitch Greenlick, Chuck Herndon, and Gordon Hunter, most of what you see would still be on flip-chart paper all over the walls of the CIC office.

And last but not least, a special thanks to all of you who took the time to be a part of the *County Visions* process. In the final analysis, your participation is what makes this report significant.

S. Lamb

Letter to the Board

It is a humbling task to attempt to reduce the contributions of over 300 citizens to ten issues and a few pages of explanatory text. This report cannot do justice to the unique contributions of the individuals involved.

The strategic planning effort itself is unique in Multnomah County's history and the Citizen Involvement Committee is proud to play a part in it. And we are proud of all the citizens who participated, from the 18-year-old freshman at Mt. Hood Community College to the 82-year-old resident of Sauvie Island.

The strategic issues identified herein will probably not surprise you. In fact, it would be strange if issues being proposed as potential strategic issues for the county's first five-year strategic plan were brand new issues. Participants in the *County Visions* meetings were asked to identify the big issues, the ones they thought could really make a difference in the quality of life in Multnomah County in the 1990's and beyond. We also tried to focus discussions on "local government" rather than county government in order to avoid limiting citizen visions to what the county does now.

There is one disclaimer that is important to make at the outset of this report: this is not the work of technical experts. *It is an expression of values from a cross section of Multnomah County citizens.* Some of the ideas will sound naive to those who struggle daily with the complexities of these issues, so please keep in mind that this report, first and foremost, is a grass roots citizen visions document for Multnomah County in the 1990's and beyond.

After 25 years of little growth in Multnomah County population, we the citizens recognize that the pace of change is increasing and bringing new pressures, as well as new opportunities, to bear on our daily lives. We do not expect the next 25 years to be the same as the last 25. Thus articulating a vision and a strategy for attaining it — before we are engulfed by coming changes — can have important beneficial consequences for us all.

Some of the visions will sound contradictory, but that is the nature of being human: we want to have our cake and eat it too. This is not presented as a consensus document, since the process was only loosely representative from the neighborhood meetings to the plenary session. However, the correlation of what citizens said in their neighborhood

meetings, now they answered their values questionnaires and what were finally identified as strategic issues at the plenary session is noteworthy. These do sound, in many cases, like mom-and-apple-pie issues, but the citizens presenting them realize, for the most part, that hard choices are involved, that compromises will be required — and failures, as well as successes, will result.

We also recognize that visions, goals, and strategy are merely first steps in achieving any important objectives, and the Citizen Involvement Committee applauds the Board of County Commissioners for starting on this journey. Despite a certain amount of healthy skepticism about seeing results from this exercise, we found strong support for continuing citizen involvement in the process. Citizens are interested in helping select the final strategic issues for this first 5-year Multnomah County Strategic Plan and assisting in the first-year implementation planning. The same citizens who say "Don't be afraid to tell the commissioners that we don't care if they work themselves out of a job, we don't want to pay for the same services 3 times," are the ones who argue for increased citizen involvement, and who demonstrate their commitment to citizen involvement by countless hours of service in their neighborhood associations, community organizations, schools, and youth activities. They want to be partners in the continuing endeavor.

So, here it is. Each vision begins with a description of the way things are now, then identifies two strategic issues in that area and lists some things the county can do to address them and some things citizens can do. Each chapter ends with a fable to illustrate the vision. We hope you find the report to be as interesting and as energizing as we found the process.

CIC County Visions Committee

Sara Lamb, Chair

Ben Butzien

John Miller

Dennis Payne

Alex Pierce

Martha White

Jonathan Brown

M. L. Holt (Project Staff)

Keith Loeffler (Project Staff)

time to participate in the County Visions Project. The process consisted of identification and discussion of major issues and problems at 18 public meetings, completion of a questionnaire indicating what these citizens value most in major areas of community life; and was concluded at a plenary meeting at which issues identified from the earlier neighborhood County Visions meetings and the questionnaire data were reviewed.

At the plenary, approximately 70 participants struggled to narrow these issues down to ten that they considered to be of strategic importance for achieving or maintaining their vision of life in Multnomah County in the 1990's and beyond.

These ten "strategic" issues have been illustrated by facts and by fables in the succeeding chapters. These chapters also list some things that the county can do and that citizens can do, in both the short and the long run, toward addressing these issues. Suggestions range from the most general to the very specific.

The data from the County Visions questionnaire presented in the last chapter illustrates the extent to which these ten issues are consistent across area and age groups and displays the citizen characteristics associated with various perspectives.

In the questionnaire, as well as at the meetings, citizens expressed a desire for more opportunities to participate meaningfully in government planning activities and also a desire to receive updates on the strategic planning process as it continues.

In presenting this report to the Board of County Commissioners, the CIC recognizes the need for the commissioners to focus first on internal operations and goals. CIC members also recognize that successful strategic planning is not a short term project for any organization and that in governmental bodies there are particular problems identifying and pursuing long term strategic interests given the short term political pressures often faced.

The ten issues identified by citizens participating in the County Visions Project are not narrowly self-serving. They reflect the participants' willingness to look beyond their immediate self interests to more general and universal concerns about the future of the community in which they live. As the Board of County Commissioners faces the difficult job ahead, we think these issues deserve consideration.



Ten Strategic Issues

For a Productive Community

- Establishment and growth of responsible and appropriate business and industry.
- Incentives for education, training and retraining for existing and projected employment.

For a Safe Community

- Preventing youth from becoming involved in crime and drug abuse through neighborhood / government partnership.
- Major revision and adequate funding for the criminal justice system.

For a Healthy Community

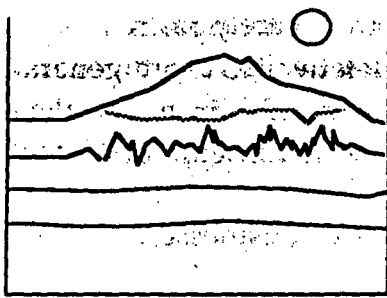
- Promotion of health awareness and preventive health programs.
- Assuring access to quality health care for all county residents.

For a Livable Environment

- Defining county role in the delivery of rural and urban services.
- Preserving valued lands — both urban and rural.

For an Accountable Government

- Revision of current form of government and provision of equitable tax base for the future.
- Making local government more responsive and accessible to its citizens.



A Productive Community

THE WAY IT IS NOW

Everyone agrees that economic development is necessary to provide employment and to build a strong and stable base for the physical and social needs of the community.

Oregon lags behind the much publicized "economic recovery", its economy still largely based on depleted natural resources and its citizens divided on where to go from here. Multnomah County also competes for industrial investments with no clear vision of what types of industry should be attracted or where they can best be located. Massive tax incentives are given by local and state government, only to find that the industries are paying minimum wage, bringing in workers instead of hiring local residents, polluting the environment, encroaching on agricultural and environmentally fragile land, and finally, leaving the area when profits can be made more easily elsewhere.

Small businesses — who are the employers of 85 percent of Oregon's workers — complain that guidelines and permit processes are confused and time-consuming, that economic development funds are not available to them, that local workers are not sufficiently educated or trained, and that it seems like barriers are raised to their growth and expansion. They complain that more attention and assistance is given to attracting new big businesses than to assisting existing small businesses, the real employers for most Oregonians.

Workers — the taxpayers and consumers — are hardest hit. In addition to plant closures and layoffs, they are forced to accept declining wages and to give up hard won benefits. Minimum-wage jobs in high tech and service industries are replacing the higher paid industrial jobs and temporary and part-time employment is replacing permanent, full time employment.

This loss of adequate and stable income not only causes increased family instability and the resulting societal problems, but it severely restricts governments' ability to meet the increased need for health, mental health, and criminal justice services.

RELATED ISSUES

- Few development resources for small and minority businesses.
- Depressed neighborhoods and communities.
- Insufficient training and retraining for displaced workers.
- Confused and overlapping local government regulations and processes.
- Lack of employment opportunities, especially for minorities and youth.
- Inappropriate tax structures that penalize the middle-income workers and small businesses that are the backbone of our economy.
- Unaffordable and increasingly restricted access to higher education.
- Lack of support services such as child care, health care, continuing education, inexpensive mass transportation, housing and affordable cultural and recreational facilities for employees.
- Need for more opportunities for citizen involvement in the decisions that affect people's jobs, schools, homes, and communities.
- Destruction of the environment, insufficient attention to preservation of open areas and valuable agricultural lands.

WHAT ARE THE STRATEGIC ISSUES HERE?



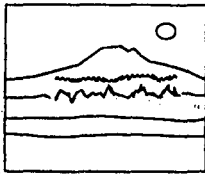
Strategic Issue:

The county should encourage the establishment and growth of responsible and appropriate small business and industry — those that provide stable, well-paid jobs for local residents while protecting the environment — by identifying and developing sites that fit the needs of these businesses and industries.

- Study existing available land with close attention to the environment, transportation and proximity to workers' homes.
- Involve citizens in site selection.
- Develop sites to provide necessary infrastructure.
- Market and facilitate business location, develop simplified permit procedures.
- Develop revolving loan funds, tax incentives, etc. for small businesses.

What the county can do in the long term

- Develop a long-term vision for appropriate economic development that provides employment and a stable economic base while preserving and improving livability that provides economic opportunity to all Multnomah County residents.



Strategic Issue:

The county should provide incentives for education, training and retraining for existing and projected employment within the county.

What the county can do in the short term.

- Involve business, school districts, colleges and universities, and the community in the planning and development of employment related education and training using existing educational institutions.

What the county can do in the long term.

- Encourage educational institutions to provide the education required of persons who will be making decisions and building the economy in the 1990's and beyond, including foreign languages and cultures, science and technology, and mathematics.
- Encourage educational institutions to improve and expand vocational and career education in those fields that will lead to employment in Multnomah County.

What citizens can do in the short term.

- Become aware of economic, educational and environmental issues so we can be involved in the development of strategies.
- Participate in environmental, educational, labor, political and economic, neighborhood and community organizations that influence decision making.
- Become aware of the voting records of elected officials on issues that effect economic development, labor, education, etc.
- Explore alternative financing and structures including cooperatives, Community Development Corporations and other non-profit alternatives
- Become involved in opportunities that influence decisions in education: advisory boards, PTA, etc.
- Explore new educational methods and structures.
- Lobby for support services for working families.
- Work to enhance equal opportunity and affirmative action and to eliminate racism.

What citizens can do in the long term.

- Work to require more parent participation in decision making in public education.
- Lobby to obtain financial support to make Portland State University a major urban university and make its resources available for community use.
- Work to remove the unfair tax burden from the middle-income worker and small businesses.
- Become involved in local government to the extent that elected officials of all local governments, including education, are responsive to the needs and aspirations of the public
- Develop long-range strategies for life-long education
- Strive to make all opportunities and resources available to all residents of Multnomah County.

Employment: The development of responsible business and industry will provide economic stability for citizens and the community and, with tax restructuring, will provide a strong financial base for local government. Planning will ensure the protection of the rich environmental resources, clean water and air, recreation and open spaces that will improve livability and, at the same time, attract the tourism and recreation industry.

Support Services: Health and child care, education and training, affordable housing and mass transit will support the workers and allow them to maintain their family responsibilities, strengthening the family and preventing the societal breakdown that leads to emotional illness and criminal activity.

Education: A sound public education system — preschool through the university — will allow each person to develop his/her potential. A variety of opportunities will allow development of vocational skills, the arts and music, language and cultural awareness, that will enable each citizen to find a satisfying career and to enjoy the recreational and cultural activities that make life more fulfilling. Lifelong education will provide opportunities for career development and change as well as developing interests and talents.

Citizen Involvement: As citizens become economically secure and are enabled to participate fully in decision making, they will develop the democratic processes and institutions that will more nearly represent their interests. Processes that include the broad spectrum of public thought and interest will, in turn, provide increasingly sound planning and decision making in the economic and education areas.

A FABLE

Joyce Jones leads the American subsidiary of a Danish builder of quality furniture that is looking for a West Coast location for a large new production facility. The Danish-based firm wants a location closer to the growing Pacific Rim market. It's also looking for new sources of raw material now that rain forest destruction/ preservation is making a continued focus on tropical woods impractical.

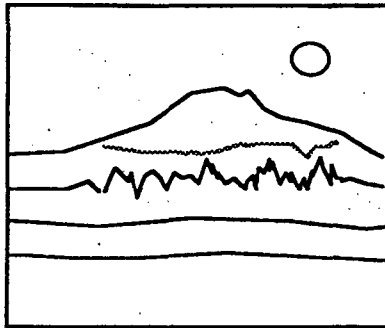
Joyce's assignment is clear. She needs to find a location with the kind of managed, sophisticated, livable urban environment that will appeal to her Danish employers and to the designers on whom the success of her business depends. She also needs a site where the red tape needed to get new businesses going is minimal and where the environmental pollution caused by furniture building and finishing can be tolerated. Finally, she needs access to a qualified and motivated workforce, one capable of managing a production facility built around state-of-the-art robotic and information management technology.

As Joyce compares West Coast cities with access to timber resources, she finds that Vancouver B.C. and Seattle are costly and over-crowded and that some smaller cities like Klamath Falls and Eureka, while attractive in their way, are not truly cosmopolitan and often lack easy access to maritime shipping. Officials in Tacoma, Eugene, and Vancouver (Washington) make attractive presentations, but Joyce is particularly excited about Multnomah County. Ten years ago, the county made fundamental land use and economic development decisions that defined clear areas for future industrial, commercial, and residential development. The industrial areas were separated from but located near residential areas with higher unemployment rates. The county organized "pre-approval" of these sites for desirable industrial use. At the same time, the county began to invest in educating its future workforce and in the retraining of workers in declining industries, such as logging. It forged strong links between schools and businesses, from grade school through college and professional schools, so that the workforce was not merely "educated" but truly productive.

County officials showed Joyce a site nearly perfect for her facility, one that allowed for production six months to a year earlier than those she had

seen in other counties and cities. Joyce wanted to make a deal immediately, but the county officials explained that there were several significant conditions. Joyce's firm would have to hire workers from nearby areas, including economically disadvantaged minority neighborhoods and rural areas. This would spread the benefits of economic development to all citizens and minimize traffic and auto-related pollution. The firm would have to meet more stringent air quality standards than at other locations—standards that had made Multnomah County air and water quality so much better than that of competing areas. Finally, the firm would have to participate in an educational partnership with the local schools.

Joyce flew to Denmark to discuss the options with her parent corporation. In a matter of hours, she was back in touch with Multnomah County officials seeking to finalize a contract. Her firm realized that the benefits of Multnomah County's skilled labor force and "pre-approved" site were more than worth the extra costs of pollution control and other social requirements. Moreover, the social compact that undergirded the demands would provide a livable and prosperous framework for long-term business growth. The firm's directors felt that Joyce had found the perfect site, and anticipated a future of prosperity from the international economy of the Pacific Rim.



A Safe Community

THE WAY IT IS NOW

What must first be understood about the concept of public safety is that it is a perception, understood and felt differently by all people. Some of us feel very threatened by things which are of little consequence to others. While some neighborhood residents may feel very secure and comfortable, others on the same block may live in fear. Most county residents seemed to recognize our area as one of the most livable in the nation, yet some of us will leave seeking safer communities in which to live and raise families. Some feel unsafe because of crime, while others fear environmental disaster from rampant industrial development, food coloring agents and preservatives, or the greenhouse effect.

The chance of being killed or injured in Multnomah County is greater at the hands of a drunk driver than any other class of criminal. Citizens, however, express concern that too much jail space is being used for these offenders and there is not enough room for the "real" criminals. Who is dangerous and what is safe are not easy questions to answer to everyone's satisfaction.

More and more people perceive our communities to be unsafe and that the solutions are not simple ones. The planning we do now for the next ten years, and the decisions and policies that are implemented over this time are critical to our future.

What is clear to many citizens in considering the way things are now, is that we must commit to long term development of community-based crime prevention efforts. Schools, churches, neighborhoods — citizens — should be directly involved in the design, development and

implementation of these programs. words like empowerment, "participation", and "education" are words that citizens used to describe their vision of a safe county.

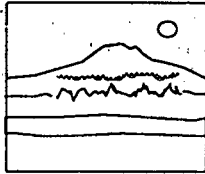
The following is a true story about the way it is now. The story illustrates the importance of what happens or doesn't happen at an early stage in a child's life. This story shows the difficulty and the complexity of the problems we face in seeking to attain a "safe community".

The young boy was angry. His cold was bad and he had a terrible headache, but he still wanted to go out with his friends today. The gang had big plans. After the usual daily round through their turf, they planned to break into the Elk's Lodge again and shoot pool in the basement. They had discovered a storage closet where the soda pop was kept, and they could open it with a knife. It would have been a great afternoon and evening, but his mother was keeping him home because of his cold and he had to go to bed early. He hoped none of the guys found out why he wasn't there. He would have to come up with a good excuse. Thinking about his friends, he felt a warm surge of pride to be one of them.

That night the police surrounded the Elk's Lodge. This was the third complaint from the organization and something had to be done. After all, they did contribute substantially to the community, and the members were beginning to feel unsafe and threatened by the unknown intruders.

Fourteen boys were arrested that night. Of course they never said anything about the one who wasn't there. They had a strong code among them, and that was not how you treat a brother. The rest were booked and turned over to juvenile authorities. They were not bad boys. Only one of them had ever been in any trouble before, for truancy, and he was eventually expelled from school. But that night they all became bad boys. They grew up to be career criminals with hundreds of arrests and countless offenses between them. All of them, that is, but the one boy whose mother kept him home. He grew up to become the Sheriff of Multnomah County. In the end, society experienced a great deal of injury and loss at the hands of the fourteen who were arrested that night. In many ways, it was only exceeded by the good contributed by the one who was not there that night.

WHAT ARE THE STRATEGIC ISSUES HERE?



Strategic Issue:

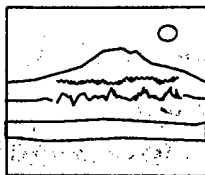
Prevent children and youth from becoming involved in crime and drug abuse through a partnership between neighborhoods and county government.

What the county can do in the short term.

- Provide education and training for county employees which will enable them to facilitate, coordinate and implement community-based programs.
- Develop community based programs to empower citizens to initiate grass-roots efforts based on the needs of the young people in their neighborhoods.

What the county can do in the long term.

- Actively seek community participation, both resident and business, in the prevention of crime and substance abuse.
- Involve schools, churches, and other local organizations in designing and implementing effective programs.



Strategic Issue:

There is a need for a major revision and adequate resources for the Multnomah County Criminal Justice System.

What the county can do in the short term.

- Increase pre-trial holding space in the county.
- Provide adequate public safety measures to rural as well as urban areas of Multnomah County. This benefits both residents and tourists in the county.

What the county can do in the long term.

- Impose and enforce adequate penalties for criminal behavior.
- Have one law enforcement system county-wide.

What citizens can do in the short term.

- Meet and get to know neighbors.
- Organize informal neighborhood get-togethers.
- Organize block and neighborhood watch programs.
- Get together to discuss issues that affect your street, your block, your neighborhood, your community.
- Care about kids.
- Invite representatives to give talks, workshops, etc. for the block or neighborhood. Find out what resources are available, and what is possible.
- Organize. Support each other.

What citizens can do in the long term.

- Be involved in grass-roots programs through schools, churches and community organizations that support youth.
- Work in partnership with government agencies to create programs appropriate to individual neighborhoods.
- Put organized neighborhood pressure on landlords who own abandoned or deteriorated properties, or who rent to criminals and drug dealers.
- Lobby for expanded employment and educational opportunities for kids.
- Be supportive of initiatives which commit resources toward law enforcement and crime prevention programs which are oriented toward long-term community-based results.

BENEFITS

Safer Neighborhoods: Citizen involvement in community-based programs to prevent delinquency and crime, coupled with longer incarceration of career criminals, will work in tandem to reduce crime.

When residents of a community know each other and their law enforcement officials, they are better-equipped and more motivated to look out for each other.

Criminals who prey on our communities will know that the sentences they receive will be commensurate with their crimes, and that sentences will be strictly enforced.

As residents work together to create programs which appropriately serve their unique neighborhoods, community standards will begin to evolve. Standards of behavior which have grass-roots support and "buy-in" do not require enforcement. They form a code of conduct that is valued by residents who have a high level of identification with and loyalty to their community.

More Stable Cities: Reduced crime in urban areas stems citizen flight from inner-city neighborhoods. This breaks the cycle of vacant houses, abandonment by business and industry, eroded tax bases and general blight.

An empowered citizenry with a high degree of identification with their neighborhoods is likely to be long-term, actively involved residents.

Increased Tourism: The city of Portland has attracted unfortunate national attention for its high crime rate. With the new convention center and the Columbia Gorge National Scenic Area designation, Multnomah County should be well-positioned to be a major attraction for tourists. The County can maximize its potential by providing a safe environment for its visitors.

- Burglary rates are alarming in Multnomah County and as such should receive greater police focus.
- Many residents expressed frustration with the long process and "red tape" associated with closing drug houses and other illegal operations in their neighborhoods. One group of residents reported that it took a full year to close a known drug house operating on their block. Expanded enforcement capabilities and landlord accountability should be investigated and, if appropriate, implemented.
- Job opportunities and activities for juveniles are seriously inadequate. Solutions will require coordination between government, communities and local businesses.
- Drug & alcohol abuse contribute heavily to crime. Effective treatment programs should be increased.
- Job-related education and training opportunities should be expanded which can offer economic options to criminal behavior.
- Law enforcement, court officials, and community leaders should make an effort to get out into the communities, get to know residents and promote mutual understanding and problem-solving.

A FABLE

Rose Lee had not had an easy life. Her first two sons had long arrest records for burglaries and selling drugs. One was still in prison. For a while it looked like Toby, her third son, would go the way of his brothers. When the block got together and formed a neighborhood watch, they were wary of Toby. Rose had been invited to all the neighborhood association meetings but she never went. Then one evening a man who lived three houses away showed up at her door, with Toby in tow. He ran his dogs in the park every day and had seen Toby there, hanging out near the basketball court with some of the older boys who were known trouble. The neighbor had called Toby over. He told Toby that the neighbors had gotten a basketball hoop, and that it was in his garage waiting for the association to decide on the best spot to mount it. "Come on back to the street with me," he said to Toby. "You can give us some advice on where we ought to go with it."

Toby hadn't really wanted to go off and leave his friends, but the man was persistent. So Toby went along and selected a good location for the hoop. The man had walked Toby home, and convinced both Toby and Rose to attend a block meeting the next day. "The block needs to agree on the hoop rules," he said, and he showed up the next day to personally escort them to the meeting. The block association asked the teenagers on the block to develop a "code of conduct" for the hoop, which they did. When things got rowdy at the hoop, the kids were reminded of their "contract" with the association. Since they had written the contract themselves, they were usually willing to enforce it.

Rose came to like the association meetings. Aside from just discussing safety and improvement issues for the block, they were social events as well. A Neighborhood Liaison Worker from the county attended many of their meetings. She brought information about programs and resources available to the association. She had assisted the group in prioritizing the needs of the block and applying for resources to implement several neighborhood improvement projects. She and other workers from the county had provided training programs for the group in problem-solving and decision-making.

As a result of the incident with the basketball hoop, Toby established a good relationship with a couple of the men on the block. They would all come out and shoot hoops in the evenings, and Toby began spending less time with the older boys. At this time their area high school was selected for a pilot program. Scholarships to state colleges were to be awarded to qualifying high school seniors. The neighborhood associations went into action. They worked with the county, the school, local businesses, church and civic groups to identify and address the educational needs of area high school students. The goal was to qualify as many area kids for the program as possible. Saturday tutoring programs were

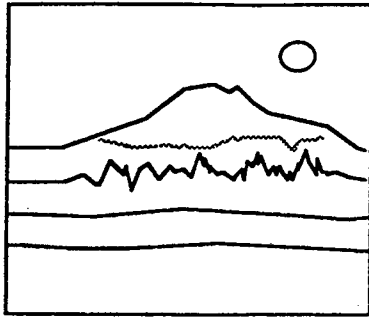
started in the basements of churches. Neighbors with special skills were signed up for one-on-one tutoring programs and paired with kids who had special needs.

Neighbors and Neighborhood Liaison Workers worked with local businesses to set up apprenticeship programs, to provide jobs, skill development, and exposure to different careers for local kids. Toby was accepted into the program. Between his apprenticeship, tutoring, school, and social activities coordinated by local neighborhood and church organizations, Toby had very little time for hanging around at the park. And Toby was excited — he was going to college.

At the end of his senior year Toby took the exam which would qualify him for the college program. He just missed qualification by a few points and was put on a waiting list. The owner of the business to which he apprenticed had become a real advocate for Toby, and saw his disappointment. He promised Toby that he would help him find the resources for college, regardless of the outcome of his qualification. This comforted Toby somewhat, but every day he waited anxiously for the mail to arrive.

Now Rose sat waiting for Toby with the letter of acceptance in her lap, reflecting back on the lives of her two older sons. They'd had no help, no hope. They'd not had the opportunity to be exposed to life's possibilities. Rose had been told when her first son went to prison that it cost more than \$30,000 to keep him there for one year. She looked at the vouchers. They would cost the state \$25,000, and would send Toby to college for four years.

Rose saw Toby at the end of the street. She saw several of her neighbors wave and call out to him. She saw Toby walk faster, and then break into a run. She was holding the letter out to him as he came through the door.



A Healthy Community

THE WAY IT IS NOW

Despite its picture-postcard appearance and (usually) enviable climate, Multnomah County is not a healthy place to live for many of its citizens. As funding shrinks and costs rise, services available for the county's most vulnerable and needy citizens have not kept up with demand.

The county's role in this situation is unclear and confusing to its citizens. The role has changed over time. An important change was made fifteen years ago when the county hospital was turned over to the medical school with the implementation of the Project Health Demonstration. That project, once cited as a model for the nation in providing access to health insurance for the poor and near poor, ended in the early 1980's with the end of its federal subsidy. Another significant change occurred in 1983 when the county, under an agreement commonly referred to as "Resolution A", assumed the chief responsibility for providing health services county-wide. It's not clear to what extent this has succeeded in its intent.

The litany of problems is familiar — and not unique to Multnomah County: more elderly and handicapped needing special services; more teenage pregnancies and "children having children"; more homeless — many of them chronically mentally ill; rising health insurance costs; more uninsured; decreasing Medicaid dollars leading to decreasing eligibility; increasing AIDS and drug and alcohol related problems. All these needs put increasing pressure on the county as the provider-of-last-resort for more than 80,000 uninsured county residents.

One result of these pressures is that traditional public health and community health education programs have been cut back. So while

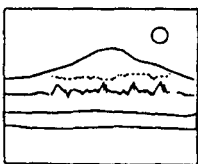
health information grows at a geometric rate, as does our knowledge of how to motivate and achieve health behavior change, programs to communicate this information are shrinking. Schools can't keep up because similar information explosions in other subjects compete for class time. And for the 30% of kids in the county who drop out before completing high school, even less health information is available.

There are bright spots in this prevention picture, for example, the county teen health clinics and the schools' drug-free year 2000 program. The relative effectiveness of the county primary care clinics remains a bright spot. And help could be on the way with the passage of state legislation this session aimed at helping the uninsured.

Most citizens agree the health access problem is too large for the county to handle alone. There is a growing consensus that it must be addressed at the state and ultimately the national level. Meanwhile the county must struggle to find the resources to carry out its obligations to its citizens.

For people who need services, however, access remains a shell game. Many who receive services have no health insurance. Either their employers offer no health benefits or they are unemployed. For many, the county offers the only support available. Many receive no help, or receive help only after long waits and frustrating experiences. All too often what they finally do receive is episodic without adequate follow-up. And the ounce of prevention that could save the pound of cure is neglected.

WHAT ARE THE STRATEGIC ISSUES HERE?



Strategic Issue:

Provide leadership in promoting health awareness and preventive health programs.

What the county can do in the short term.

- Identify and publicize effective health promotion and education programs, both county-run and others. Assign the Multnomah County Primary Prevention Advisory Committee to oversee this activity.
- Increase recognition of the volunteers working in this area.
- Provide incentives for county managers to increase use of volunteers.
- Promote and support health promotion activities being carried out in both the public and private sector.
- Use the County Fair to spotlight innovative health education programs and report key outcomes.

What the county can do in the long term.

- Seek alternatives to local tax dollar support to provide more stable funding.
- Seek business and health care provider support for health education activities in the workplace and the schools.
- Increase collaboration with schools in preventive programs; seek ways to expand school clinic services to high-risk families.
- Develop a county-wide volunteer services credit bank to encourage the growing numbers of active retirees in Multnomah County to provide volunteer services. Start with Multnomah County employees.
- Seek alternatives to episodic and emergency treatment for chronically mentally ill.
- Recognize and promote community youth programs that build self-esteem.



Strategic Issue:

Provide leadership in assuring access to quality health care for everyone.

What the county can do in the short term.

- Strengthen links between county programs and volunteer and non-profit clinics in the county.
- Provide support, such as telephones and facilities, to volunteer groups serving as referral and information sources.
- Help more people qualify for SSI and Medicaid insurance.

- health programs and other human service programs within the county.
- Provide citizens with a comprehensible description of the current county health care system (or non-system) and county quality assurance programs.

What the county can do in the long term.

- Establish clearly that the county is the provider of last resort and build a public/private consortium to provide for county needs.
- Build a reserve fund to provide services for a recession period.
- Support efforts of the state legislature to provide health insurance for the uninsured.
- Provide a health care access hotline for non-emergency needs.

What citizens can do.

- Become informed of the causes and complexities of the current situation and the implications for the future.
- Identify special neighborhood or workplace needs and raise awareness and help seek solutions.
- Volunteer in health programs — neighborhood clinics, school programs, nursing home ombudsmen and visiting programs, aging and children's service programs.
- Support youth activities that promote healthy lifestyles and build self-esteem; such traditional programs as 4-H and scouting, as well as new programs such as Self Enhancement, Inc. and TLC/TNT.

RELATED ISSUES

There were segments of the county citizenry not well represented in the County Visions Meetings, particularly the handicapped, the homebound elderly, the homeless, and the indigent. The issue of humane treatment for animals was raised at more than one meeting but was not identified as a priority.

During the 1990's, growing needs for emergency care for the chronically mentally ill and drug-addicted; care for AIDS-victims, homebound frail elderly — must be addressed. If not planned for and managed correctly, meeting these needs will leave few resources for the top citizen priorities of prevention and access.

A FABLE

Martha Hood looked up from her garden and smiled as she watched her husband stride up the lane from the neighborhood association meeting. She had stayed home to work in her garden this late summer evening. Monty looks like he is off on another crusade she thought.

Sure enough, as soon as he got within earshot he started telling her about it. He had volunteered to develop a computer information system to help the elderly find services they needed to stay in their homes. A group had come to the neighborhood meeting to explain their idea for matching needs with the various public, private and volunteer resources available. In addition to providing referral information and consultation the group hoped to organize a volunteer service bank so volunteers could build up credits for services for themselves or to donate to others. "It's a wonderful project, Martha, but can you imagine, they were planning to try to do all this without computer support. I'm going to help develop a data system and get the project started. They are sure they can get the equipment donated and I will train volunteer staff to use it."

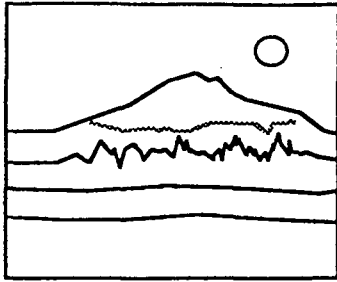
Monty and Martha didn't have to be convinced of the need for such a project. They had provided and arranged for many such services for Martha's parents who were both in their 80's. They knew the value of home modifications to prevent falls, wheelchair transportation services, telephone monitoring systems, meals-on-wheels and the many other services it took to keep a frail elderly couple living safely at home. And they had learned there were resources available, but finding what you needed at the time you needed it could be difficult. And they knew it wasn't usually a catastrophic medical event that precipitated someone going to a nursing home but rather some "last straw" breakdown of their in-home support system.

Keeping healthy and independent was definitely not something taken for granted in the Hood household. The small computer service firm where Monty had worked since the mill closed did not offer health insurance to its six employees. Since Monty and Martha had health problems that made them "bad risks" they had been unable to afford insurance — like thousands of other Oregonians. It was only three years ago that they had finally been able to obtain health insurance through a new state program for uninsured workers. They were both very happy the current legislature had expanded this state insurance program so now all Oregonians would have health insurance. (This was the payoff of years of effort by active citizens coalitions throughout the state and in the end took some strong leadership from Multnomah County government, where the largest proportion of the uninsured lived) Now they hoped that this would provide a new source of stable revenue to the county health clinics and enable them to expand their services and their safety net for the most

Monty went on into the house and left Martha thinking about the last time he got involved in a volunteer project like this and how important it had been to him when the mill closed and he lost his job. A group of her former coworkers had developed a community health promotion center to link county, school and private health education resources to support and provide effective health promotion programs at the school and community level. Thanks to Monty they had a resource management database that allowed them to provide quality programs and followup to a wide variety of schools, youth groups, clubs, churches and service organizations. And their volunteer resources just kept growing — helped recently by the publicity from the Governor's Award for Health Promotion they just received.

Martha realized that it had gotten too dark to work outside anymore. She came in from the garden thinking contentedly of the vegetables she would have to contribute to the Fall Festival at the Shelter. The farmer's daughter in her came out strongest this time of year. She liked to work her "farm" and she loved to freeze and can. She had sometimes regretted that she didn't have a big family to feed. That's why it made her feel good to think about the Festival for the Shelter residents. Most of the young mothers had never cooked anything that didn't come out of a box or a can, let alone had the experience of putting up fresh produce from one's own garden. The glow of satisfaction and pride she saw in their young faces as they learned these new skills and enjoyed the results of their labors was reward enough to the volunteers like her who hoped to give these child-women a sense of self confidence and a better chance to make something of their lives for themselves and their children.

She was glad that Monty had a new project he was really excited about. It would be a welcome change from his regular programming work. He liked his job and the people he worked with but there wasn't much excitement in payroll and billing work and he needed to be involved in something that gave him a sense of helping the people in his community.



A Livable Environment

THE WAY IT IS NOW

While day-to-day life may be livable for most in Multnomah County, many are aware of problems that detract from the quality of their lives and the lives of the other inhabitants who share the cities, land, water, and air. These problems are constant reminders that some trends must be reversed or livability will steadily decline or be lost altogether.

Pressure for development continually bears upon community groups throughout the county. Little prevents valued lands being lost to more taxable use. Decisions are sometimes made over the objections of or without sufficient input from local residents that are directly affected. Plans for new highways, bridges, and projects arise spontaneously, draw attention and sometimes conflict, and are completed without community approval. The slow growth of Multnomah county population over the last 25 years may have lulled government concerns while "through traffic" and other indirect pressures bear in from other counties in the Northwest region.

No master plan exists showing interconnected cities, towns, and communities. Neighborhoods needing revitalization must wait for multiple jurisdictions to determine their roles before improvements can be implemented. The environment seems vulnerable to uncoordinated growth. For example, a long-established livestock auction yard could be displaced by an urban waste transfer station. Uncertainty over authority and responsibility creates stress and frustration for communities, citizens, and governments alike.

RELATED ISSUES

- Protection of air and watersheds.
- Connection between housing, transportation, and land use issues.
- Co-ordination of housing efforts with cities, state and the federal government.
- Co-ordination of transportation planning with cities, METRO, county and state.
- Animals and ecological issues.
- Community's role.
- Leadership in public education and significant decisions.

WHAT ARE THE STRATEGIC ISSUES HERE?

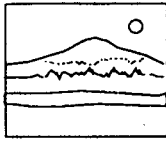


Strategic Issue

The county must define its role in the delivery of rural and urban services.
Explanation: Incomplete specification of service roles leads to inefficiency due to continual uncertainty of responsibility. Inaction on comprehensive environmental issues allows degradation of both rural and urban livability.

What the county can do.

- Better understand delivery of "soft" (general, county-wide) services to community and "hard" services delivered directly to property owners.
- Increase communication with cities.
- Promote comprehensive regional approach to housing, transportation, and land use.
- Recognize connections between the urban economy and rural agriculture.
- Develop support for small-scale rural agricultural base, small wood lot and small livestock management, and fruit growing.



Strategic Issue:

The community wants valued lands preserved.

Explanation: The environment becomes less livable every time a valued resource is abused. Valued lands include soils, wetlands, shorelines, sloughs, forests, and urban neighborhood open space.

What the county can do.

The Environment

- Accept reality of growth boundary and preserve natural wealth within.
- Designate agricultural land, wetlands, recreational areas.
- Develop and implement policies to preserve and protect valued lands.
- Buy development rights to farmlands around urban areas.
- Increase environmental awareness/education programs for schools and adults.
- Take lead role in air and water quality.
- Develop programs and enforcement to control toxic wastes and pesticides.

Housing and Transportation:

- Pursue plans to revitalize decaying neighborhoods/housing stock.
- Meet need for affordable housing for low income/young families/aging.
- Develop plans for alternative forms of transportation.
- Push for extension of MAX lines to Vancouver, Beaverton, Oregon City, and Lake Oswego areas.
- Develop regulations to promote high-density housing along major corridors.
- Adopt a model for planned communities, integrating housing and transportation.

what citizens can do.

- Support public transportation, commute via bicycle or car pool.
- Vote for candidates that support environmental values.
- Write letters to elected officials supporting environmental values.
- Form volunteer clean-ups of neighborhoods, roads, shorelines.
- Provide environmental leadership via public education.
- Pass along ecological wisdom to your children.
- Establish urban conservation trusts and seek land gifts to preserve neighborhood open space.

BENEFITS

Needed industry will be more attracted to our area. The quality of life will be improved. We will enjoy our natural resources & heritage. We will have adequate transportation, housing, and environmental services. We might even gain some freedom from concrete and asphalt!

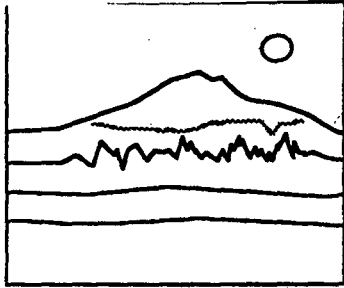
A FABLE

It's early Friday morning, and Mom & Mary take a neighborhood shuttle to their community center. Mom drops a package to be mailed at the postal window while Mary greets a classmate who just arrived on a different shuttle. A small train silently arrives at the platform and empties. Mom gets on the train and it reverses, heading toward the town center, where she will take a slightly larger, faster train into the city. Mary and her friend head for the high school three blocks away.

Later in the morning, Jackson grabs a bundle he prepared the night before and tells his father "ready to go!" They know that the neighborhood shuttle passes by their house every 15 minutes, so they walk out to meet it. Other grade schoolers are already on board, but only a few parents. Since the shuttle driver lives in the neighborhood, everyone knows the kids are in good hands. Father & Jackson arrive at the community center, Jackson dashes into the grade school to deposit his treasure of aluminum, tin, and plastic. (Even though curbside pickup has been working well for years, children are educated by the flow and variety of recyclable materials that passes through the school). Dad takes a bus to an adjacent community where he is a contractor specializing in creating diverse housing for seniors and persons with disabilities.

Today Jackson is going on a field trip. His teacher's aide moves the class to the transit platform to board an outbound train. The children watch as containers are loaded onto the car behind them. They know that the mail is carried by the same trains that they ride, a fact learned on an earlier field trip to the regional postal center. The train heads west and soon passes through the wonderful greenbelt that was completed the year Jackson was born. They arrive in a familiar rural community and are met by a shuttle that takes them to a dairy farm, where they see the morning's milk being bottled and other dairy products being made. On the return train trip, the children view a video on the progress of the animal rights movement and then share stories about their own companion animals.

Jackson stays at the school until mom or dad stops by the community center. The weekend is coming and the family is excited about a two day bike trip they have prepared. The animal sitter stops by and joins the family talking to their neighbor who will watch their house. After excited goodbye's, the family rides off to the community center, this time to be transported to the forest. Mom & Dad comment how good life is where they live.



Accountable Government

THE WAY IT IS NOW

When the governmental structure of this area is viewed as from a satellite photo it presents a patchwork picture of a crazy quilt. Each of the governmental unit forms has emerged from a natural progression of events, but the overall form that has emerged represents chaos. If we had the opportunity to paint this picture from scratch, beginning with a blank canvas, we certainly would not purposely paint the strange picture we now observe.

The chaotic picture is from the top of our governmental structure to the bottom. We start with a metropolitan area made up of either four or five counties spread across two states. Not a very good beginning for the picture. And then there is a metropolitan structure spread in a couple of layers across this county system. Responsibility has a number of areas of overlap and underlap.

For example, responsibility for solid waste disposal is given to a separate metro authority, although environmental sanitation authority lodges in the county structure and sewage disposal responsibility rests either in the city (as in Portland), in sewer districts, or with no governmental body at all (as for many residents of the unincorporated county areas).

Authority and responsibility for our transportation system is vested in an equally bewildering array of governmental units. Each county has authority for roads, except when the city has responsibility for streets, or the state or federal government has responsibility. A semi-metropolitan authority (Tri-Met) has responsibility for mass transit, except when the decisions relate to streets and roads. Nobody has the responsibility of balancing various forms of transportation. The numerous school districts in the area have the responsibility for providing school related transportation. And then there is another metropolitan authority that

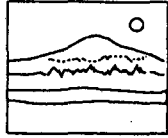
deals with educational matters (Educational Service District). Another metropolitan authority is the Port of Portland and other port authorities, with different boundaries and a different governing structure than the previous two metro authorities.

In any area of responsibility it is possible to point out the same chaotic picture. The criminal justice system has pieces in each jurisdiction, including the Port's. The fire districts, the school districts that sometimes overlap in their areas of responsibility, water districts and sewer districts to name just a few. On top of all this, the responsibility of the state and the federal governments in many areas adds another element of uncertainty. It is no wonder that the citizens of Multnomah County do not believe that elected officials listen and are responsive to them. And there is really no one that accepts overall responsibility for helping them. What can they do but be angry, frustrated, and finally apathetic. And what of the governments, the result of this confusion of responsibility, authority, and services is that no one is really responsible. It is never clear to whom a citizen should address complaints, suggestions and demands until it is too late. And no elected officials really can get the resources to develop a large and skillful enough staff to readily address the concerns of their constituents in this quagmire of confused and confusing governance.

RELATED ISSUES

- Local government is more than a service provider: "We the people of Multnomah County..."
- Governmental turf battles and politics predominate over resolution of major problems.
- Meaningful citizen involvement is actively discouraged. There is a perception that public decision-making information and agendas are deliberately designed to obstruct.
- County-elected and county-appointed officials do not take an advocacy position or pro-active stance to see that local citizen concerns are considered in the decision processes of other governmental agencies.
- The county does little to prevent the loss of businesses to Clackamas, Washington, and Clark Counties.

WHAT ARE THE STRATEGIC ISSUES HERE?



Strategic Issue:

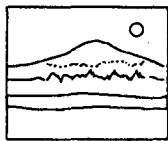
Currently, local government is not working well. Review and change the current form of government and provide an equitable tax base that will meet the needs of the future.

What the county can do in the short term.

- The Charter Review Commission can reorganize the county into a more rational form of government that provides community based service delivery.
- The Charter Review Commission can promote public discussion and recommended implementation of clearly defined service responsibilities for the county that do not duplicate other jurisdictions.

What the county can do in the long term.

- Take a leadership role in reorganizing local governments in a more rational form.
- Take a leadership role in clearly defining urban, suburban, and rural levels of service that allows citizens to choose and be equitably taxed for the level of service they receive.



Strategic Issue:

Make county government more responsive and accessible.

What the county can do in the short term

- The Charter Review Commission should recommend increasing the number of Commission Districts that more closely represent communities throughout the county.
- County Officials and county staff need to be trained and supported on how to be accountable and attentive to the citizens they serve. Consider rotating front line staff from positions of high public exposure into low public exposure jobs.

What the county can do in the long term.

- The Board of County Commissioners and the Citizen Involvement Committee should cooperatively determine and institute how to incorporate timely citizen participation into all levels of county government.
- Reorganize local government around community based service delivery, representation, and citizen involvement at one level, and regional service delivery, representation, and citizen involvement at the other.

What citizens can do in the short term.

- Participate in the county charter review process that will take place this year.
- Participate in your neighborhood association/community group or form a neighborhood association if there isn't one where you live.
- Take responsibility for what is happening in your neighborhood and community.
- Participate in county and city citizen participation programs and demand more accessibility and accountability in local governments.

What citizens can do in the long run.

- Neighborhood associations and community groups can develop their own growth management plans to empower people in their own neighborhoods and communities.
- Institute classes in the public schools that teach citizen participation to the young by involving them in their neighborhoods and communities.
- Organize local citizen forums to discuss, plan, and implement strategies to reorganize local governments into a more understandable and responsive structure.

BENEFITS

Improved Citizen Participation: Neighborhood and community level action involves people in setting the destiny of their own neighborhoods and gives them a sense of responsibility and ownership for their community. Accountable and responsive government involves people in the choices that determine governmental decisions of their regions, and thus brings home the effect of people's actions on their neighborhoods, region, and environment.

A More Stable Community: The more people identify with their neighborhood and local government, the more likely they are to stay there a long time, thus creating the cycle of participation, responsibility and commitment.

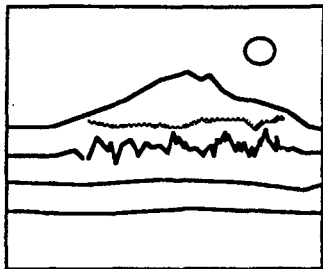
Partners In Solving Community Problems: The more people are involved with those in government the more those that serve and those that are served work as partners in seeking solutions to our community problems.

Efficient & Equitable Government: By having community service centers provide communities with the level of service the community wishes to receive, easy access to services, participation, and representation, people are made to feel that they are "We the people..." and that poor management and inequitable services cannot be hidden in a huge, distant bureaucracy.

Will and Ruth Gordon have had many occasions to "fight county hall" during the last five years, and their win record is impressive. In the process, they have built a good relationship with Mary Sattini, their local urban council representative. Ever since Cascade County adopted the local urban council (LUC) form of government 10 years ago, Mary's office has been the Gordons' first stop on the way to dealing with a government agency. Each staff person in Mary's office has specific responsibilities for accessing appropriate agency representatives and can direct the Gordons to the appropriate source and intercede on their behalf when necessary.

Take the business of the traffic signal. Ruth Gordon's record with the school system was shaky, largely because the educational system had only recently been integrated into the LUC, and the local school committee was still preoccupied with working out the bugs of balancing school taxation. Getting the attention of the school committee was like hailing a cab in Manhattan during rush hour. But when the Gordons and their neighbors were concerned about the lack of a traffic signal on a busy street that their kids had to cross on the way to school, the LUC came through. Since the local school district was also Mary Sattini's LUC district, her staff specialist for education, Sam Swirsky, happened to be an ex-officio member of the school Committee. Once the traffic signal problem was certified by the school committee, Swirsky was able to invoke the six-year-old interagency priority agreement and move the traffic light project to class one priority, since the safety of school children had been previously awarded permanent top priority.

Only once have the Gordons felt that they were TKO'd by county hall, and that was during the great light-rail fight three years ago. Their neighborhood association was determined to get the newest light-rail line route to include their neighborhood. Since the LUC had final say in determining light-rail routes it was clear where the fight was going to take place, and the Gordons felt confident that Mary Sattini's staff would come through. Even though Mary herself was chair of the transportation committee, she failed to get a favorable recommendation out of her committee. She fought a tough fight on the floor of the LUC, but the ultimate logic of an alternate route won the day by a vote of 15 to 10. As a by-product of that debate, however, the Gordons' neighborhood association was able to get a favorable resolution of a traffic flow problem that had been pending for more than a year. As Ruth Gordon puts it, "You can't win 'em all, but it's nice to know you've always got a fighting chance."



County Visions Questionnaire Results

The Questionnaire

The County Visions Questionnaire was designed to obtain quantitative data to supplement information from the discussions at the meetings. The questionnaire required about 10 minutes to complete and more than half of those who came to the meetings completed the questionnaire at the meeting or mailed it in. *A complete copy of the questionnaire is included in the appendices to this report.*

Part I of the questionnaire begins with the information that the high school graduating class of the year 2000 started school this year. It lists some projections for the society these graduates will face. With this introduction, citizens were asked to write down "the one or two things that are most important to your vision of a livable Multnomah County in the year 2000." Written comments at this point were most often related to the environment and public safety; jobs and health care concerns were also mentioned frequently.

Part II of the questionnaire asks citizens to rate a list of items representative of various topic areas to indicate what they value most in the community where they live. A rating of 5 was the highest and 1 was the lowest.

The Respondents

The data analyzed on the following pages comes from questionnaires submitted by 185 individuals. Questionnaire data was collected from all geographic areas and across all adult age groups. Most people filled out the respondent information which allows responses to be analyzed by self reported respondent characteristics. (This did not include name.)

The table below compares the age distribution of respondents to the Multnomah County population:

	Questionnaire Respondents %	County Population*
18-24	25.8	11.0
25-44	38.7	48.0
45-64	29.0	23.0
65 and over	6.5	18.0

*Source: PSU Population Center, 1987 data with ages 0-17 excluded.

Potential weaknesses of the data are that it is not a random sample of the county population: Portland residents were under-represented in the sample as were low income and low education groups. College-age residents were over-represented due to participation of three college classes — although students ranged from 18 to 35. At two of the early East County meetings, questionnaires were not available, and at a large Sauvie Island meeting, questionnaires were handed out as people left and very few were returned. Meeting facilitators observed that older participants were somewhat less likely to complete questionnaires.

Graphs at the end of this chapter describe respondents by:

1. Area
2. Age
3. Area and Age
4. Education
5. Income
6. Citizen Participation

Summary of Respondent Characteristics: These data show that citizens from all areas of the county participated, that nearly 40% were in the 25-44 age group, that Northeast and East County respondents were generally older; 93% of all participants had at least some college; median income was approximately \$25,000; and a majority reported that their citizen participation was greater than average.

THE FINDINGS

Following these respondent graphs are tables presenting selected results from the survey. (Refer to the questionnaire in the appendices for the full text of each item.)

1. All items ranked within topic area
2. All items in descending rank order
3. Selected items compared by citizen participation level
4. Selected items compared by zip code area
5. Selected items compared by age group

Table 1 shows what items citizens ranked highest in each topic area. Highest overall ratings are shown with "***" on this table. A rating of 4 means that the average of all citizen ratings of this item was 4 out of a possible 5.

Table 2 shows all items in rank order from the highest to the lowest. Two out of the top three items relate to the environment. Not too much should be made of small differences between ratings, that is, 3.8 may not really be different than 4.0. However, it is reasonable to say that items ranked in the top group are different from items ranked in the bottom group.

Table 3, 4, and 5 all look at the same selection of 10 questionnaire items and compare responses on these items by various respondent characteristics. The discussion below points out the areas of most agreement.

Table 3 compares selected responses on these 10 items for people who rate themselves high on citizen participation with those who rate their participation average or below. While these groups differ on most items, they tend to agree most on more jails, better health care access and lower property taxes. Both groups also rank preservation of open spaces and recreation areas very high.

Table 4 compares selected responses on these same items by area of residence. Again the groups differ considerably on most items but tend to agree on the following: jail alternatives, fire/rescue services and preserving open space and recreation areas. East county respondents are

more likely to want more jails, and government consolidation, and less likely to be concerned about health care access.

Table 5 compares selected responses on the same set of items by age group. *Age makes more difference in how respondents rate these items than does citizen participation or zip code area.* Need for jail alternatives is the item the four groups most closely agree on. And health care access is rated a 4 or a 5 by 80% of those under 65 and 70% of those over 65. Older participants were much more worried about taxes and more in favor of government consolidation. They were also less concerned about preserving open space than were younger participants.

Comparison with the Ten Strategic Issues

Questionnaire findings support and supplement the strategic issues identified at the *County Visions* plenary meeting. For example, the three items in the questionnaire consistently rated highest were items related to preserving the environment and to improving health access. These values appear on the strategic issue list as "preserving valued lands" and "assuring access to quality health care". In the area of work, questionnaire respondents rated job training/retraining and small business opportunities high. These choices too are consistent with the strategic issues identified in the vision of a productive community. Support for local government consolidation was less apparent from questionnaire data, however many respondents commented about the need for improvements in equity, access, and responsiveness. And finally, while questionnaire respondents ranked lowering the burglary rates highest over all among the public safety items they were asked to rate, they also gave very high ratings to followup programs for juvenile first-offenders and to jail alternatives — again, items consistent with the strategic issues in the vision of a safe community.

In view of the age differences between the two subsets of *County Visions* participants, these consistencies are particularly noteworthy. College students were not major participants in the plenary process, while they represented almost a fourth of the questionnaire respondents and it seems particularly appropriate to include their views in a vision of the future.

FIGURE 1
 MULTNOMAH COUNTY VISIONS QUESTIONNAIRE
 Respondents by Area
 N = 185

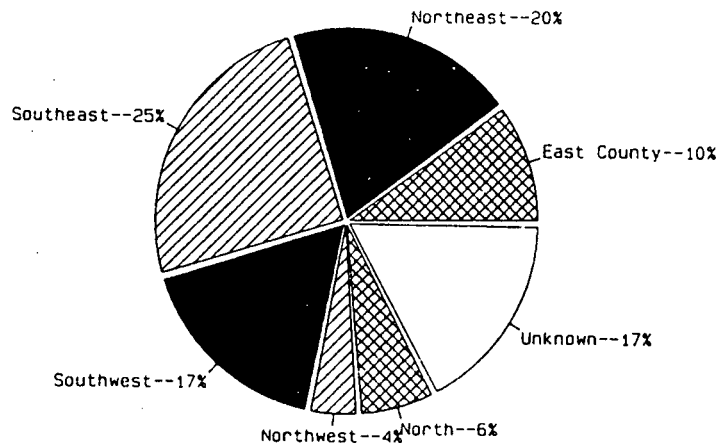
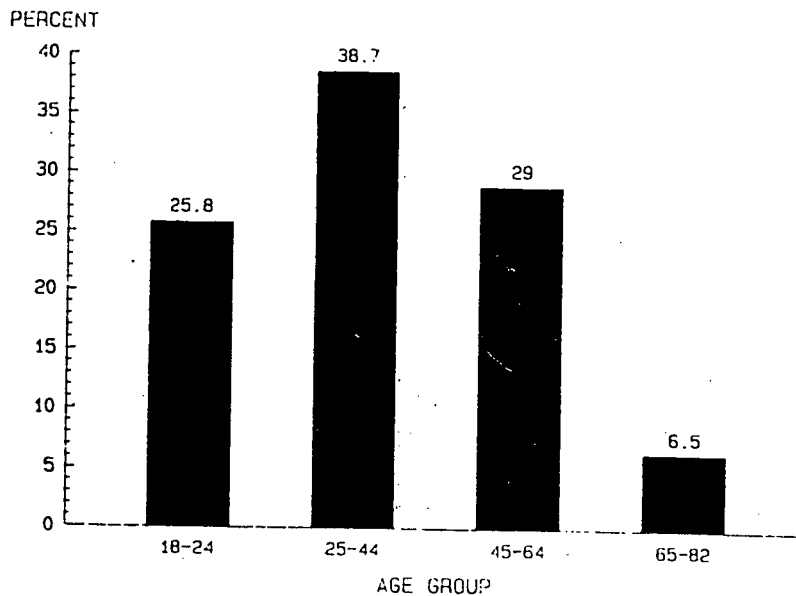


FIGURE 2
 MULTNOMAH COUNTY VISIONS QUESTIONNAIRE
 Respondents by Age Group
 N = 185



Multnomah County Citizen Involvement Committee
 June, 1989

FIGURE 3

MULTNOMAH COUNTY VISIONS QUESTIONNAIRE
Respondents by Area and Age

N = 185

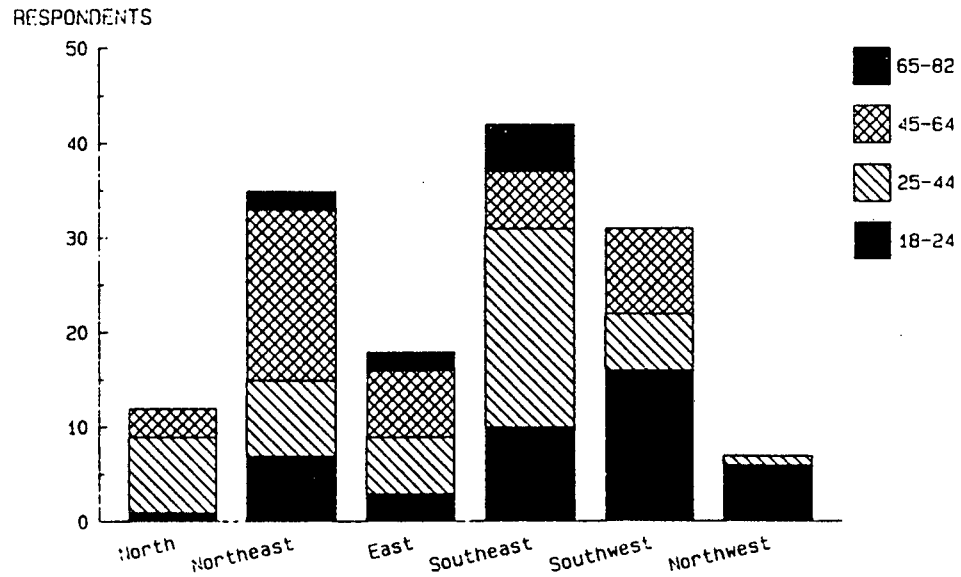


FIGURE 4

MULTNOMAH COUNTY VISIONS QUESTIONNAIRE
Respondents by Education Level

N = 185

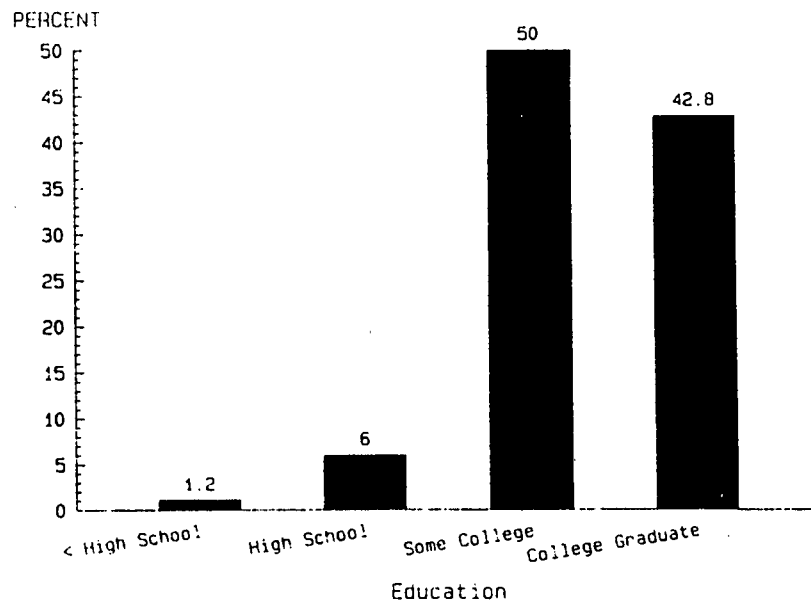


FIGURE 5

MULTNOMAH COUNTY VISIONS QUESTIONNAIRE
Respondents by Income Group
N = 185

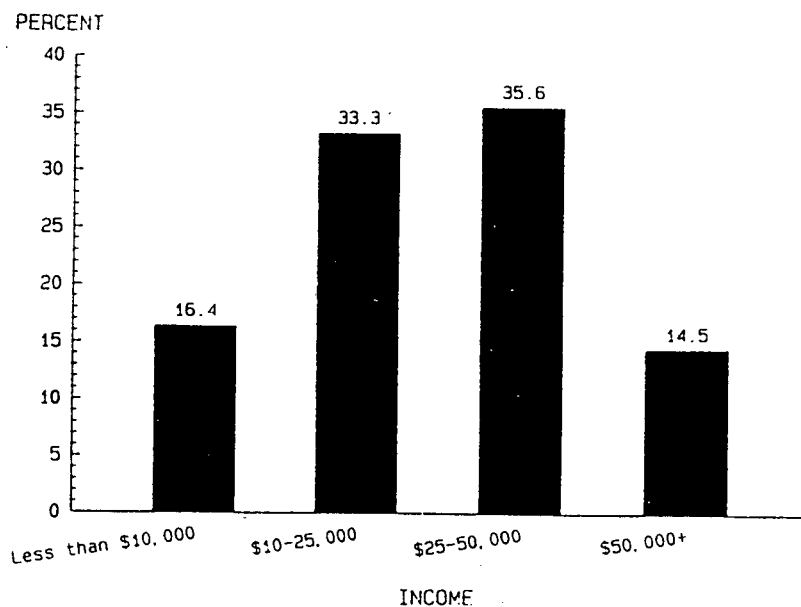
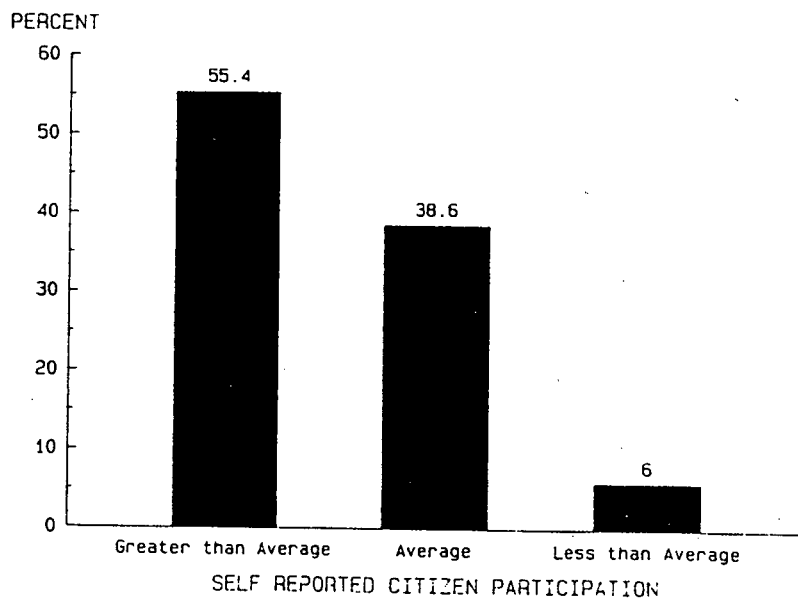


FIGURE 6

MULTNOMAH COUNTY VISIONS QUESTIONNAIRE
Respondents by Citizen Participation Level
N = 185



MULTNOMAH COUNTY VISIONS QUESTIONNAIRE RESULTS
All Items Ranked by Mean Ratings in Topic Area

Q#	Mean Rating	
WORK		
4 Job Training/retraining	3.8	
5 Small business opport.	3.7	
7 Entry level jobs/youth	3.7	
2 Child care/emp.parents	3.6	
3 EEO employment	3.3	
6 Seniors work opprt.	3.1	
1 Manufacturing jobs	3.1	~
PUBLIC SAFETY		
12 Lower burglary rates	4.0	**
9 Juvenile 1st Offend. FU	3.9	
14 More jails/longer terms	3.8	
8 Community policing	3.8	
10 Jail alternatives	3.8	
13 Stricter gun laws	3.7	
11 Fire/rescue services	2.9	~
HEALTH AND HUMAN SERVICES		
16 Universal health access	4.2	**
15 Home hlth care/elderly	4.0	**
18 Child abuse prevent.	3.9	
17 Hlth care/mother-childrn	3.8	
20 Drug/alcohol Rx programs	3.6	
21 Teen hlth/pregnancy prev	3.6	
19 Comm. Rx/mentally ill	3.5	
HOUSING/GEN.COMMUNITY		
24 More citizen involvement	4.1	**
25 Better public transport.	3.7	
22 Home ownership opport.	3.5	
23 Housing for homeless	3.5	
26 Neighborhood govt.serv.	3.3	
RECREATION/ENVIRONMENT		
30 Toxic waste control	4.3	**
27 Preserve open space/rec	4.2	**
28 Maint. roads/bridges	4.0	**
29 Historic preservation	3.4	
32 Sewer improvement	3.3	
31 County parks improvemnt	3.2	
EDUCATION		
33 Reduce school dropouts	3.9	
37 Community pub. libraries	3.5	
34 Increase college access	3.4	
36 Adult continuing educati	3.3	
35 More literacy programs	3.3	
TAXES/FINANCING		
38 Lower property taxes	3.8	
42 Local govt consolidation	3.6	
41 More user fees	3.1	
39 Lower business taxes	2.9	~
40 County sales tax	2.4	~

** Highest rated items - 4 or above
~ Lowest rated items - 3 or below

MULTNOMAH COUNTY VISIONS QUESTIONNAIRE RESULTS
All Items Ranked by Overall Mean Ratings

Q#	Mean Rating
30 Toxic waste control	4.3
16 Universal health access	4.2
27 Preserve open space/rec	4.2
24 More citizen involvement	4.1
28 Maint. roads/bridges	4.0
12 Lower burglary rates	4.0
15 Home hlth care/elderly	4.0
33 Reduce school dropouts	3.9
9 Juvenile 1st Offend. FU	3.9
18 Child abuse prevent.	3.9
14 More jails/longer terms	3.8
8 Community policing	3.8
10 Jail alternatives	3.8
4 Job Training/retraining	3.8
17 Hlth care/mother-childrn	3.8
38 Lower property taxes	3.8
5 Small business opport.	3.7
25 Better public transport.	3.7
13 Stricter gun laws	3.7
7 Entry level jobs/youth	3.7
21 Teen hlth/pregnancy prev	3.6
2 Child care/emp.parents	3.6
20 Drug/alcohol Rx programs	3.6
42 Local govt consolidation	3.6
37 Community pub. libraries	3.5
19 Comm. Rx/mentally ill	3.5
22 Home ownership opport.	3.5
23 Housing for homeless	3.5
34 Increase college access	3.4
29 Historic preservation	3.4
36 Adult continuing educati	3.3
26 Neighborhood govt.serv.	3.3
3 EEO employment	3.3
35 More literacy programs	3.3
32 Sewer improvement	3.3
31 County parks improvemnt	3.2
6 Seniors work opprt.	3.1
41 More user fees	3.1
1 Manufacturing jobs	3.1
39 Lower business taxes	2.9
11 Fire/rescue services	2.9
40 County sales tax	2.4

* See Appendix A for full text of questions. Items rated 1-5

TABLE 3

MULTNOMAH COUNTY VISIONS QUESTIONNAIRE RESULTS
SELECTED ITEMS COMPARED BY
CITIZEN PARTICIPATION LEVEL

% Rating Item High Importance
(rating = 4 or 5)

CITIZEN PARTICIPATION

	HIGH	MED-LO
Small Business Opportunity.....	54%	34%
Jail Alternatives.....	60	68
* More jails/longer terms.....	70	67
Fire/rescue services.....	21	55
* Health care access.....	79	79
Housing for homeless.....	48	59
Open space/rec. areas.....	74	84
Maintaining roads/bridges.....	69	87
* Lower property tax.....	62	58
Government consolidation.....	59	52

TABLE 4

MULTNOMAH COUNTY VISIONS QUESTIONNAIRE RESULTS
SELECTED ITEMS COMPARED BY
ZIP CODE AREA

% Rating Item High Importance

(rating = 4 or 5)

	EAST COUNTY	WEST SIDE	ALL OTHER
Small Business Opportunity.....	75%	45%	56%
* Jail Alternatives.....	65	72	63
More jails/longer terms.....	92	66	65
* Fire/rescue services.....	29	29	31
Health care access.....	53	85	80
Housing for homeless.....	35	71	50
* Open space/rec. areas.....	76	69	78
Maintaining roads/bridges.....	65	71	82
Lower property tax.....	88	40	65
Government consolidation.....	81	58	51

* Items where groups agree most
Multnomah County Citizens Involvement Committee
June 1989

**MULTNOMAH COUNTY VISIONS QUESTIONNAIRE RESULTS
SELECTED ITEMS COMPARED BY
AGE GROUP**

% Rating Item High Importance (rating = 4 or 5)				
AGE GROUPS				
	18-24	25-44	45-64	65-82
Small Business Opportunity.....	46%	55%	60%	67%
* Jail Alternatives.....	65	67	58	60
More jails/longer terms.....	74	63	74	60
Fire/rescue services.....	40	24	33	30
* Health care access.....	81	81	80	70
Housing for homeless.....	58	62	42	70
Open space/rec. areas.....	61	86	80	40
Maintaining roads/bridges.....	79	68	85	90
Lower property tax.....	50	49	72	100
Government consolidation.....	33	56	64	90

* Items where groups agree most
Multnomah County Citizens Involvement Committee
June 1989

Appendices

- a. County Visions Questionnaire
- b. Goal, Objectives, and Process
- c. Concerns by Area & Most Frequent Comments
- d. List of Figures, Charts and Tables
- e. List of County Visions Participants
- f. Invitation Letter and Agenda for Plenary Meeting
- g. Citizen Correspondence

Part I

MULTNOMAH COUNTY VISIONS

An Exercise in Citizen Strategic Planning*

Think of yourself living in Multnomah County. It is now the year 2000. You are 11 years older than you are now. How old will you be? What will you be doing? How are you likely to be spending your time? What about your parents? Your children?

The future is not that far away. This year's first graders will graduate from high school in 2000. Here are some futurists' projections for the Class of 2000:

- o The body of knowledge will have doubled four times since 1988.
- o Graduates will have been exposed in that one year to more information than their grandparents were in a lifetime.
- o Only about 15% of job will require a college education; most will require job-specific training after highschool.
- o Women's salaries will have grown to within 10% of men's.
- o Ninety percent of the labor force will work for companies with less than 200 employees.
- o Children born in 2000 will live to be 81 years old on average, compared with 75 year for children born in 1986.
- o Minorities will be majorities in 53 of the 100 largest US cities.

These projections obviously mean changes in your city and your county. What will these changes mean for you? For your family? For your neighborhood? What changes would you like to see? What values do you want to protect?

Stop a minute now and think about the one or two things that are most important to your vision of a livable Multnomah County in the year 2000. Write them down below

1. Comments here most often related to the environment, public safety, and jobs.
2.

Part II

MULTNOMAH COUNTY VISIONS

An Exercise in Citizen Strategic Planning*

Take a look at the list of items on the following pages. This list describes various aspects of community life. It is all-inclusive but we have tried to include representative item in all areas of community life. These items are intended to start you thinking about what you value the most in the community where you live.

If you think about something important to you and don't see it represented on the list -- then jot it down as you go along. Don't worry about what level of government is responsible. Or whether it should be a government responsibility at all. Just think about what you want your community to be like in the year 2000.

Try to go through the list as quickly as possible. Remember, are asking for what you value most; there are no right or wrong answers.

When you have completed this exercise, please turn it in to the facilitator. (If you would like a copy to take home, please ask for an extra one.)

Multnomah County Citizen Involvement Committee
2115 SE Morrison
Portland, Oregon 97214
Tele: 248-3450

RATING INSTRUCTIONS: Rate each item from 1 to 5. "1" means least important and "5" means most important. Try not to rate everything a 5. The purpose of this exercise is to make value choices. What do you value the most in these various areas of community life. Feel free to add items as you go along.

First, scan the whole list quickly - then go back and rate each item. Remember "5" is High and "1" is Low.

Give yourself about 10 minutes to do this.

How important is each of the following in your vision of a livable community/county in the year 2000?

Ave. Ratings	WORK
<u>3.1</u>	1. Increased numbers of manufacturing jobs
<u>3.6</u>	2. Good child care for employed parents
<u>3.3</u>	3. Increased employment opportunities for minority citizens
* <u>3.8</u>	4. Job training/retraining programs for all citizens
<u>3.7</u>	5. More opportunities for small business ownership.
<u>3.1</u>	6. More work opportunities for senior citizens
<u>3.7</u>	7. More entry-level jobs for young people

Ave. Ratings	PUBLIC SAFETY
<u>3.8</u>	8. More community policing/walking beats
<u>3.9</u>	9. Special followup programs for first-time juvenile offenders
<u>3.8</u>	10. Alternatives to jail for non-violent crimes
<u>2.9</u>	11. More fire and rescue services
* <u>4.0</u>	12. Lower burglary rates
<u>3.7</u>	13. More restrictions on guns, especially handguns and automatics.
<u>3.8</u>	14. More jail space/longer jail terms

* indicates highest ranked in this topic.

HEALTH AND HUMAN SERVICES

<u>4.0</u>	15. Home health care services for the frail elderly
* <u>4.2</u>	16. Access to health care for everyone
<u>3.8</u>	17. Health care for pregnant women and young children
<u>3.9</u>	18. Child abuse prevention programs
<u>3.5</u>	19. More community services for mentally ill
<u>3.6</u>	20. More drug and alcohol treatment programs
<u>3.6</u>	21. More teen health/pregnancy prevention services
<u> </u>	

HOUSING AND GENERAL COMMUNITY

<u>3.5</u>	22. Increased opportunities for home ownership.
<u>3.5</u>	23. More housing for homeless people
* <u>4.1</u>	24. Increased citizen involvement in community affairs
<u>3.7</u>	25. Efficient and affordable public transportation
<u>3.3</u>	26. Convenient neighborhood-based government services
<u> </u>	

RECREATION AND ENVIRONMENT

* <u>4.2</u>	27. Preservation of open space and recreation facilities
<u>4.0</u>	28. Maintenance of streets, roads and bridges
<u>3.4</u>	29. Preservation on historic sites and buildings
<u>4.3</u>	30. Good toxic waste control
<u>3.2</u>	31. Improving county parks
<u>3.2</u>	32. Improving sewers
<u> </u>	

EDUCATION

- * 3.9 33. Special programs to reduce school dropouts
- 3.4 34. More access to college education
- 3.3 35. New alternatives for learning to read
- 3.3 36. Continuing Education opportunities for adult and senior citizens
- 3.5 37. Maintaining/expanding community public libraries

TAXES/FINANCING

- * 3.8 38. Lower taxes on property
- 2.9 39. Lower taxes on businesses.
- 2.4 40. County sales tax
- 3.1 41. Shift taxes toward user fees
- 3.6 42. Increased consolidation of local governments

Other items added by you:

]
]
]

IF YOUR MOST IMPORTANT ITEMS FROM PART I ARE NOT REPRESENTED IN THE LIST ABOVE, ADD THEM TO THE LIST AND RATE. ADD ANY OTHER ITEMS YOU THINK ARE IMPORTANT.

Notes:

RESPONDENT INFORMATION:

If you are willing to provide some information about yourself, it will help us in preparing our report for the County Commissioners. We don't need your name. Your age and area of residence (zipcode) are the most important items.

If you wish to receive further mailings either about future meetings or subsequent reports, please tear off and complete the mailing list request (last page). Turn the Respondent Information page in separately to the meeting facilitator. Do not put your name on this form.

.
 . Age _____
 . Zipcode _____

Education: (Check highest level completed)

- ☐ Less than highschool
- ☐ High school graduate
- ☐ Some college
- ☐ College graduate

How do you rate yourself on citizen participation in community affairs?

- ☐ Higher than average
- ☐ About average
- ☐ Lower than average

What is your approximate family income?

- ☐ Less than \$10,000
- ☐ \$10,000 - \$24,999
- ☐ \$25,000 - \$49,999
- ☐ \$50,000 or more

No. of persons in household _____

Where was this questionnaire completed _____ (sponsor and location)

Date of completion _____

3/23/89

County Visions Goal

"To seek citizens visions for the Multnomah County Strategic Planning process."

County Visions Objectives

- Develop a visions process that involves and educates citizens concerning county planning and government by February, 1989.
- Organize and hold County Visions meetings by May, 1989.
- Publish a special issue of the County Conduit newsletter concerning Strategic Planning and County Visions prior to the first County Visions meeting.
- Hold County Visions classes with students in Multnomah County prior to Plenary Meeting.
- Hold a County Visions interactive cablecast prior to Plenary Session.
- Hold a County Visions Plenary Meeting in May, 1989 involving the CIC, Citizen Budget Advisory Committees, citizens serving on Strategic Planning Functional Committees, and citizens who have attended the County Visions meetings.
- Publish and present the County Visions Report to the Board of County Commissioners and public in June, 1989.

A Brief Description of the Visions Process

This was the largest project taken on by the Citizen Involvement Committee since its creation in 1985. Over 300 citizens took part in the 18 *County Visions* meetings held throughout the county, and approximately seventy citizens took part in the *Confluence of Visions* plenary session held June 1, 1989 at Reed College.

The County Visions Project Committee and staff developed an educational section that highlighted the county strategic planning process, county services, and the citizen involvement process within strategic planning. (See flowcharts on following page). A slide presentation was a key element to assist citizens to envision the county's past, present, and future. Citizens were then given the opportunity to participate in an exercise to assist them in reviewing trends and then identifying what they saw as the key issues in selected topic areas.

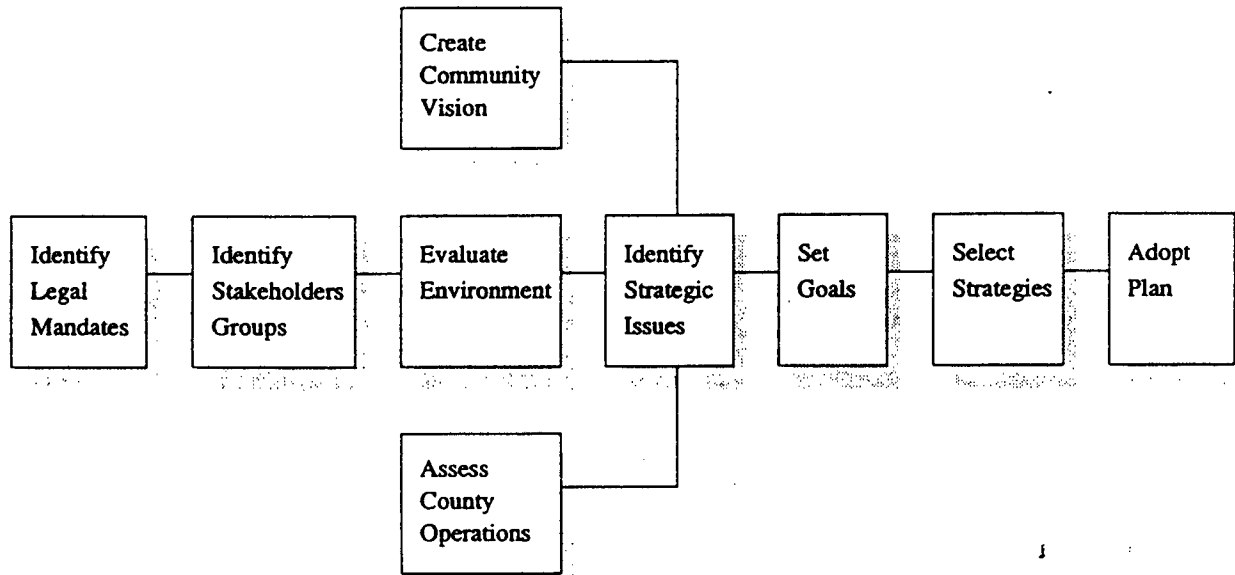
The format for each meeting was standard with some slight variations depending on where the meetings were located. We often found that some groups had a specific interest in only one particular issue and the process had to be adjusted. The process provided flexibility and allowed citizens the opportunity to govern the environment of the meetings.

A process was also developed to include high school students throughout the area. A letter and packet of information about the Visions process and strategic planning was mailed with follow-up telephone calls. This effort proved fruitless. The greater success came from corresponding with ten colleges, and follow-up calls to professors in social studies and urban studies programs. Students participated at Warner Pacific, Portland State University and Mt. Hood Community College.

Most *Visions* meetings were organized through neighborhood association coalitions, community groups, and some special interest groups. Meeting attendance ranged from five to seventy five, with meetings held throughout the county, from Corbett to Sauvie Island.

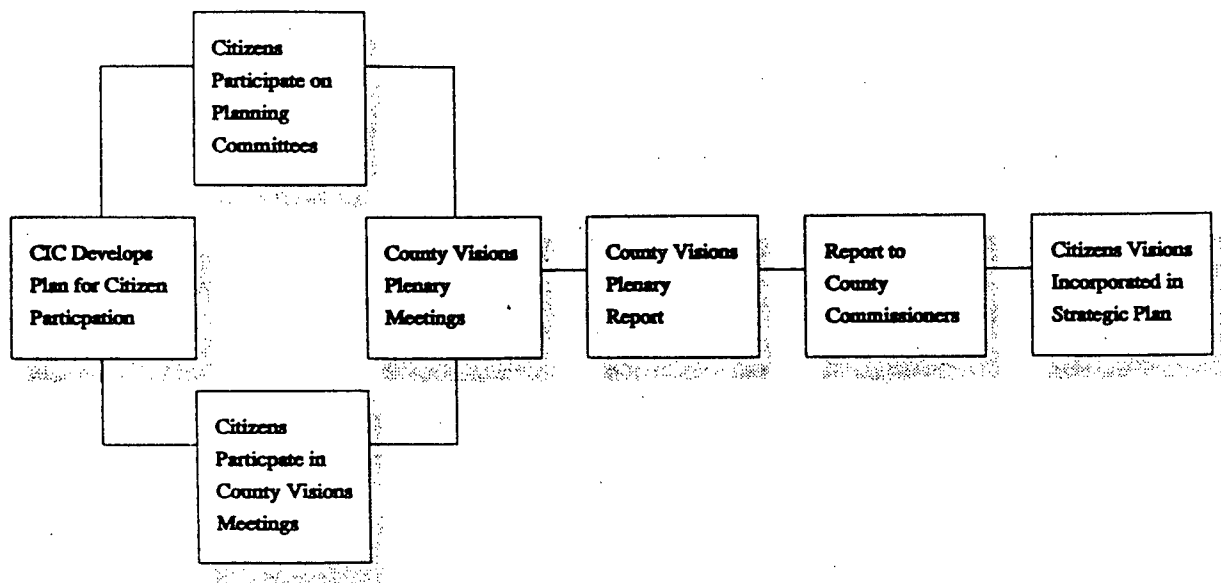
Flowchart 1

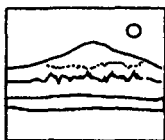
STRATEGY PLANNING PROCESS



Flowchart 2

CITIZEN INVOLVEMENT PROCESS





Meetings & Locations: March 1 through June 1, 1989

Centennial - 1927 S.E. 174th

Hazelwood - 220 S.E. 102nd - ESD Building

Rockwood Community Group - Satellite Restaurant - 187th and East Burnside

N.E. Coalition of Neighborhoods - 4815 N.E. 7th

Fairview City Hall - 300 Harrison St., Troutdale

Central N.E. Portland - Rose City Park School - 2334 N.E. 57th

Northwest Portland - 1819 N.W. Everett Street/Community Room

East County Community Commity - 220 S.E. 102nd, ESD Building

Southwest Neighborhood Information - 7688 S.W. Capitol Highway

Warner Pacific College - Social Science Class

Portland State University - Cramer Hall - Urban Studies Class

Mt. Hood Community College - Strategic Planning Council/Dept. Chairs

Mt. Hood Community College - Social Science Class

Wilkes Community Group - H.B. Lee Middle School - 1121 N.E. 172nd

Southeast Uplift - 3534 S.E. Main, Portland

N.E. Multnomah County Community Action Association, Corbett

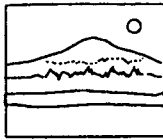
Christian Church - Meshon Road and the Scenic Highway

North Portland - Peninsula Senior Center - 7508 N. Hereford

Sauvie Island - 14445 N.W. Charleton Road

City of Gresham - 1333 N.W. Eastman - Conference Annex

Plenary Meeting: Confluence of Visions - Reed College



Concerns by Area

North Portland Area

1. Although there is a desperate need for economic development, environmental concerns should be first.
2. Need to restore the environmental character of industrial areas.
3. Multnomah County should be an active participant and advocate for the environmental issues affecting the area — e.g., South and Bybee lakes / landfill closure / cleanup of Columbia Slough.
4. Establish an urban trust and nature conservancy in this area.
5. Multnomah County should recognize the importance of agriculture as one of the largest industries in the county — should be a stronger voice / advocate for the agricultural industry — support the Agri-Business Council, etc.
6. Develop a plan to protect the Multnomah Channel Slough / wetlands areas.
7. Multnomah County should advocate for extending MAX to North Portland / Vancouver.
8. Multnomah County should turn over the residential properties with liens to private business.
9. Multnomah County should be an advocate for preserving and supporting the restoration of good quality houses.
10. Multnomah County policy should be to infill existing vacant lots and lands with housing before housing development is allowed on agricultural lands.
11. Multnomah County should decentralize subsidized housing areas in North Portland.
12. Multnomah County should not support a NW Columbia River bridge in North Portland.
13. Encourage tunneling under rivers instead of building bridges for traffic.
14. Multnomah County should take the lead in planning and constructing major transportation corridors (e.g. I-205) to make them big enough the first time; i.e., 10 lanes wide instead of 6. with space for MAX lines, etc.
15. Any proposed changes to Cornelius Pass Road must mandate to preserve existing wildlife corridors.

NE Portland Area

1. Crimes in area becoming progressively more violent.
2. Concern about escalating crime but also about "militarization" of society.
3. Need education for small business development.
4. Need for government to attract more business / government to "create" jobs.
5. Reverse the erosion of the middle class.
6. Need for education to be less structured — promote creative student "thinking."
7. Police should periodically "re-qualify" themselves — make sure their attitude and behavior fits the areas to which they are assigned.
8. Reverse the "siege mentality" that exists in the area.
9. Multnomah County should take a "systems approach" in planning / decision-making processes.
10. Multnomah County should open offices to assist small and mid-size businesses to "start up."

Central NE Portland Area

1. Decrease mass transit.
2. Better coordination and planning for housing / transportation interrelationship.
3. Need a long-range plan for development of housing and transportation / promote energy efficiency in both.
4. Better coordination / planning between city and county.
5. Citizens need better services — more accessible — e.g., health, housing.
6. Other counties have better plans for development of housing and transportation than Multnomah County — why?
7. Local communities need stronger voice in planning.
8. Unique characteristics, neighborhoods ought to be preserved.

SE Portland Area

1. Property taxes are too high — properties assessed.
2. Should increase service fees — e.g. parks, car registration, streetlights to offset property taxes.
3. Need a new, regional police force (restructured).
4. Should preserve green areas, trees in each neighborhood.
5. Multnomah County government should serve citizens —not "rule."
6. Stop duplication of city, county programs, services.
7. Create one regional government for all of Portland Metro Area — same for school districts — eliminate METRO, etc.
8. Stop driving out businesses — encourage new businesses to area.
9. Stop political "turf wars" — city/county, resulting in fragmented, unplanned, uncoordinated, and overly costly programs and services.
10. Many housing problems — Multnomah County stop controlling housing — Multnomah County promote neighborhood revitalization — stop housing speculation — need quality, affordable housing in area — esp. for low income.
11. Expand MAX — encourage business zones — every neighborhood should support their fair share of costs for all the diverse special populations / ethnic groups.

SW Portland Area

1. Protect natural areas — trees, rivershores, wildlife habitat.
2. Crime prevention programs.
3. Better coordinated public safety efforts.
4. More "Benson-type" high schools.
5. Life-cycle educational opportunities / school taxes should pay for year-round recreation / cultural programs.
6. Better, more modern, technological libraries.
7. Nutrition programs for all ages.
8. Better aging services programs.
9. Promote / regional government for all of Portland Metro area — citizens vote on form, etc.

THE FORTLAND AREA

1. Save good soil / land in East County area for our children.
2. Better system of determining best use of land.
3. Revitalize inner-city urban decay areas.
4. Clean up Columbia Slough.
5. Develop recreation, bike paths, parks, etc.
6. Eliminate drugs and vice.
7. More helpful community services.
8. Better education / skills training and stable school funding / private education.
9. Better housing, transportation and economic development efforts.

Corbett Area

1. Slow — no response by sheriff to crimes.
2. No traffic enforcement — teens / young adults drive roads dangerously due to lack of enforcement.
3. Area pays same property tax rate as rest of county — but gets practically no services.
4. As scenic areas such as Multnomah Falls and Crown Point are heavily promoted to attract tourists into the area — especially summertime — no additional public safety or emergency medical services have been provided to the area to account for the tourism. Therefore, citizens of Corbett currently provide volunteer services to meet increased demands.
5. LCDC / Columbia Gorge PUD provisions have "wrought economic disaster" on the area.

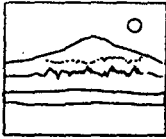
Mid to East County

1. Crime — slow — no response by police to crimes.
2. Sewer mess.
3. Preservation of natural areas / agricultural lands.
4. Confusion wrought by Boundary Commission — annexation.
5. Need regional water PUD.
6. Employment concerns — businesses leaving area.
7. High property taxes — plummeting property values due to sewers.

1. Need stronger law enforcement — bikes, crime, traffic control, bridges, beaches— especially during seasonal and weekend peak tourist times.
2. Special recreational uses on the Island present the need for special law enforcement, land use planning, and recreational planning efforts.
3. Residents intend Island to remain as is for land use and expect Multnomah County to discourage other proposed uses (remain rural, agricultural, family farming area).
4. If Multnomah County allows uses of the Island for other than farming, all residents of the county should fund these uses — NOT raise the property taxes of Island residents ONLY to pay for traffic control, bike paths, and other recreational uses other than farming.

Gresham Area

1. Government too confusing — service and jurisdictional ambiguities cause problems to continue without timely resolution.
2. Poor transportation planning without local citizen input. Extend MAX to MHCC, make MAX and MAX stations safer, especially at night: Commuting to Portland is a nightmare.
3. Concern with the great increase in construction of low-quality, multi-family housing — especially along MAX lines—is creating "instant slums" with all their inherent problems.
4. Preserve good soils/agricultural lands from development. Concern that land-use decisions in the area made without local citizen input. Farm lands should be taxed solely as farm land — NOT for other potential uses.
5. Concern over preservation of Bull Run watershed from logging and erosion.



Most Frequent Comments

The following are the ten most frequent comments we found county-wide in each of the topic areas:

Land Use & Natural Resources

1. Increase environmental awareness/ education programs for schools and adults.
2. Improve air/water quality.
3. Need to balance development/ environmental concerns.
4. County should assess lands, types of soil, natural areas, determine the best use of the lands.
5. Programs, enforcement to control toxic wastes, industrial, pesticides, etc.
6. Increase recycling efforts, education, programs.
7. Preservation of trees, green areas, and natural resources.
8. Clean up all neighborhoods — voluntarily and by enforcement.
9. Clean up, preserve and control river shores — prevent development along river shores — also clean up Columbia and Willamette sloughs and adjacent wetland areas.
10. Preservation of agricultural lands/ good soils areas in county.

Employment & Education

1. New, coordinated effort to attract new business — no loss of existing businesses.
2. Totally restructure/re-evaluate current system of public education.
3. Closer coordination and cooperation between business, schools — train for specific jobs/businesses.
4. Stable funding program for public schools.
5. Create "life-cycle" education programs.
6. New emphasis in public schools on "basics" and high-tech applications.
7. New re-training programs for unemployed adults at all levels.
8. Education/employment programs targeting "at risk" youth.
9. County should design programs to increase tourism and recreation industries and possibly revive Civilian Conservation Corps concepts.
10. County should assess/rethink the possible negative effects its regulations, codes, et cetera, may have on business development.

Health & Human Services

1. Health care available/accessible to all county citizens.
2. Increase drug/alcohol abuse efforts, detox centers, education programs, rehab efforts.
3. Increase aging services/adult care facilities.
4. Increase efforts for homeless — shelters, education, employment training.
5. Need special health delivery systems for special health needs populations.
6. Increase programs for chronically mentally ill.
7. More funding, better salaries for health care professionals.
8. Increase birth control information efforts.
9. Increase parenting, especially teen parenting, efforts.
10. Increased nutrition awareness / education programs for children and older adults.

1. Revamp current criminal justice system, courts and police.
2. Institute mandatory/certain/stiffer sentences for first offenders — end "crime cycle."
3. Treat prisoners differently — no "Country Club jails". Make prisoners work, learn trades, etc.
4. Increase jails and bed space.
5. Increase rehab efforts — education and specific training for entry-level jobs.
6. Increase drug/alcohol abuse programs.
7. Focus on drug houses/operations — broader enforcement.
8. Strategy to alleviate current slow/no response by police in certain parts of the county.
9. Increase victim assistance/restitution.
10. Create better neighborhood policing/crime prevention programs.

Housing & Transportation

1. Need for lower property taxes.
2. Need for affordable housing for low income/young families/aging.
3. Need for plans to revitalize decaying neighborhoods/housing stock.
4. Develop plans for more planned communities, integrating housing and transportation.
5. Energy efficiency should be the paramount concern in both housing and transportation.
6. Develop regulations to promote high-density housing along major transportation corridors.
7. Develop plans for relieving traffic congestion in the Portland area NOW!
8. Develop plans for alternative forms of transportation — e.g., bike paths/water transportation/car and van pools, etc.
9. Extend MAX lines to Vancouver, Beaverton area, Oregon City/Lake Oswego areas.
10. Transportation planning needs to be better coordinated, less fragmented among differing jurisdictions — local communities need to have a stronger voice in transportation planning.

Respondent Characteristics

- Figure 1 Percentage of respondents by area
- Figure 2. Percentage of respondents by age group
- Figure 3. Number of respondents by area and by age group
- Figure 4. Percentage of respondents by education level
- Figure 6. Percentage of respondents by citizen participation level

Questionnaire Results

- Table 1. All items ranked by mean ratings
- Table 2. All items ranked by overall mean ratings
- Table 3. Selected items compared by citizen participation level
- Table 4. Selected items compared by zip code area
- Table 5. Selected items compared by age group

Process

- Flowchart 1. Strategy Planning Process
- Flowchart 2. Citizen Involvement Process

A partial list of citizens who participated in the
County Visions Project*

Lore' Anderegg
Donald Anderson
Robertta Anderson
Stanley Anderson
Pam Arden
Philip Avnet
Mitra Batton
Matt Bailey
Linda Bauer
Nancy Biasi
Alice Blatt
Kelly Bordwell
Robert Boyer
Pat Bozanich
Pat Brothers
Herb Brown
Jonathan Brown
Pat Brown
Elsie Chiado
Craig B. Childs
Phil Clifford
Dick Close
Helen Serman Cohen
Bob Colclessner
Phyllis Cole
Aaron Corbet
Jamie Damon
Susan Dicile
Larrie Docker
Clare Donison
Sheila Driscoll
Kay Durtsche
Kenneth Edwards
Mel Edwards
Paul Eisenberg
Dick Engstrom
Bud Farm
Jean Fears
Gary Fisano
Jim Field
Claudia Fisher
Robin Franzen
Brad Fraser
Tami Fraser
Luke Frerichs
Sunny Fromm
Jerome K. Fulton
Carol Gabriel
Robert Gaudin
Frank Gearhart

Bob Gentry
Dan Goodwin
Harriett Greenlick
Mitch Greenlick
Gary Gregory
Lorraine Griffey
Debbie Griffith
Randy Gross
Pat Hainley
Yo Hanthaley
Michael Hill
Pat Holcomb
M.L. Holt
Gordon Hunter
Seth Hyle
George Hysmith
Robert L. Jones
Teresa Kasner
Judie Ketchen
Tom Kimzey
Joshua E. Kumo
Lance Lane
Karen M. Larsen
Richard Leonard
Clementine Lessig
Brian Lightcap
Christine Lightcap
David Little
Ned Look
Don MacGillivray
Bert Mann
Joanna Matlean
Larry McCagg
J. McCaul
Nancy McNaul
Cheri Miller
Fred Milton
Milton E. Minor
Doug Montgomery
Marie Moran
Carol Couch Morris
Faye Morris
Andrew Myers
Grant Nelson
Scott Newkirk
Charles Nielsen
Bruce O'Day
D.W. Owens
Alice Pailthorp
Keith Pailthorp

Mary E. Palmer
 Frank Parker
 Emanuel Parrish
 Anne F. Picco
 Mabel Pinches
 Carl Plog
 Jack Poe
 Dan Pubols
 Bill Ranta
 Tanna Reynolds
 Terry Richardson
 Edna Robertson
 Bernadette Robinson
 Aldo Rossi
 Less Ryther, Jr.
 Lorraine Santos
 Nick Sauvie
 Carolyn Schell
 Mary Schick
 Marilyn Schultz
 Michael Schultz
 Dorothy Smith
 Pete Smith
 Bill Stallings
 Mel Stearns
 Joy Stricker
 Gale Taylor
 Christine Tobxin
 Kathleen M. Todd
 Roger Trone
 Maralyn Turner
 Lois L. Vanderwall
 Rodger Van Zanter
 Leis E. Virnig
 William S. Walker
 Margaret Waller
 Kay Walser
 Ed Washington
 Donald Werr
 Hazel Westgarth
 Betty White
 Jennie Wiley
 Ione Winqvist
 Wally Winqvist
 Bob Wise
 Thomas Wright

Participating CIC Members

Ben Butzien
 Marlene Byrne
 Chuck Herndon
 Scott Holzem
 Franklin Jenkins
 Sara Lamb
 Dick Levy
 Keith Loeffler
 Bob Luce
 John Miller
 Dennis Payne
 Alex Pierce
 Ann Porter
 Jean Ridings
 Vivian Starbuck
 Karma Sweet
 Lianne Thompson
 Martha White
 Mark Williams
 Jim Worthington

Merlin Reynolds, Exec. Dir.
 Gloria Fisher, Info. Coord.

*Not included on this list are participants who asked
 not be added to our mailing list and students in the
 3 participating college classes: Mt. Hood Community
 College, Portland State University and Warner Pacific.



MULTNOMAH COUNTY OREGON

2115 S.E. MORRISON #215
PORTLAND, OREGON 97214
(503)248-3450

CITIZEN INVOLVEMENT COMMITTEE

JOHN MILLER
CIC Chair

Neighborhoods West-Northwest

- Lianne Thompson
- Alex Pierce

May 24, 1989

SW Neighborhood Information

- Martha White
- John Miller, CIC Chair

North Portland Citizens

- Mark Williams

Dear County Visions Participant:

We look forward to seeing you at the June 1st plenary meeting for the Multnomah County Visions for the 1990s and Beyond. An agenda for the meeting is included with this packet.

NE Coalition of Neighborhoods

- Richard Levy
- Dennis Payne, CIC V.Chair

Our goal for the evening is to review the visions, values, and issues identified from neighborhood meetings and develop a set of issues, with suggestions for how to address them, to include in our report to the Board of County Commissioners.

Central Northeast Neighbors

- Scott Holzem

Robert N Wise, director of planning for Portland State University and the author of the Forum article included in this packet will join us to start the evening with an overview of the economic changes facing Oregon and the metro area in the 1990s. He will suggest some opportunities and constraints for us to keep in mind as we discuss what we, as Multnomah County citizens, want our county to be like in the year 2000.

SE Uplift

- Ben Butzien
- Karma Sweet

East of E.181st Avenue

- Charles Herndon
- Vivian Starbuck

Afterwards, we will divide into small groups by the topic areas listed below and review the citizen input gathered to date. A preliminary issues list is included in this packet. Our task will be to affirm the visions, identify the most important issues and describe more fully what the county should be doing in the topic area.

Between E.60th & E.181st

- Franklin Jenkins
- Robert Luce, CIC Secretary
- Jim Worthington

West of E.60th, uninc.

- Ann Porter

Tentatively, we have divided our task and the material into five visions, each of which will become a chapter in our final report. The visions/chapters are:

County Boards, Commissions, & Civic Groups

- Marlene Byrne
- Jean Ridings
- Sara Lamb, CIC Treasurer

A Safe Community
A Healthy Community
A Productive Community
A Livable Environment
An Accountable Government

Office of Citizen Involvement

- Merlin Reynolds, Executive Director
- Gloria Fisher, Information Coordinator

AN EQUAL OPPORTUNITY EMPLOYER

Page 2, letter to County Visions participants
May 24, 1989

We expect that each chapter of the final report will contain:

1. a brief description of the way things are now .
2. a summary description of the way citizens envision it could be in each of these areas;
3. a priority listing of what citizens think the county could and should do to promote this vision in both the short and the long term.

During the June 1st meeting we will focus on clarifying #2 and expanding #3.

Participants are welcome to submit additional written material and recommendations in advance of the meeting and these will be considered by the groups for inclusion in the report. Anyone interested in helping to write and edit the final report which is due June 21st, please contact me.

Thank you for participating in the County Visions workshops and for helping the Citizen Involvement Committee to carry this challenging task to completion.



Sara Lamb, Chair
Strategic Planning Subcommittee
Multnomah County Citizen Involvement Committee

PS: If you did not complete your County Visions questionnaire, we urge you to still do so. Any questionnaires received by June 1st will be included in the data reported to the County Commissioners.

Enclosures (4)

TENTATIVE AGENDA

Citizen Forum

Multnomah County Visions for the 1990s and Beyond

June 1, 1989
7 p.m. to 10 p.m.

Vollum Center Lounge
Reed College

* * *

Welcome and Introduction of Guests

Economic Transformations Affecting Multnomah County in the 1990s
Guest Speaker: Robert N. Wise
Portland State University Planning Director

Review of County Visions Meeting Results:
Visions, Values and Issues

Introduction of facilitators
Announcement of small group arrangements

* * *

Break - 15 Minutes

* * *

Small Group Discussions by Vision Area:

1. A Safe Community
2. A Healthy Community
3. A Productive Community
4. A Livable Environment
5. An Accountable Government

Reconvene for Reports and Strategic Issue Recommendations

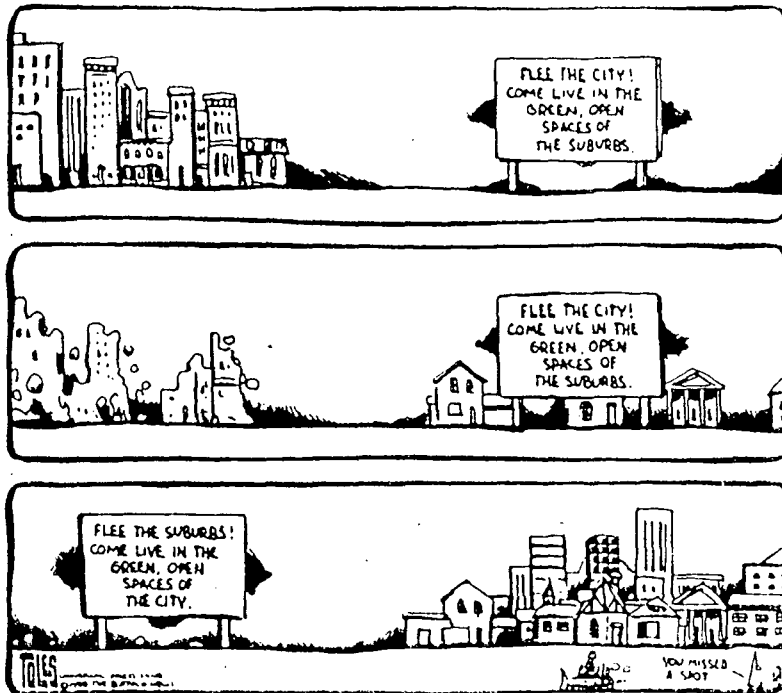
I think the County Visions draft is excellent.... I am enclosing an article and a cartoon which express ideas and problems we discussed at the County Visions meeting I attended....Keep up the good work. I look forward to seeing finished document.

Don MacGillivray
2339 S.E. Yamhill
Portland, OR 97214
234-6354

B4

THE SUNDAY OREGONIAN MAY 22 1988

FORUM



SEPT. '87 A government of the people must be one close to them

By DONALD MacGILLIVRAY

In this year we celebrate and remember the creation of our free nation, many do not realize that small-scale community government and an agrarian society were the conditions under which the country was formed.

In 1787, the population of the United States was 3 million. The majority of its people lived from what they obtained from the land. The United States was a developing country attempting to secure freedom and equality for all.

Cities were small: Philadelphia had 30,000 residents, New York 22,000, Boston 16,000, and Charleston 14,000. Washington, D.C., did not exist. Our leaders knew that the way to success lay in helping each other to achieve our greatest potential. The Jeffersonian concept of democracy was based on an agrarian way of life.

Today, most of us live in or near major urban areas and have little or no contact with the land. Our lives are governed by excessive rules and regulations that seem to have lost touch with the needs of the individual. Our communities are segregated by age, income, race and lifestyle. Our governments and corporations have grown in size to where they only represent the perceived needs of the organization.

Freedom today is closely related to wealth. Gone is the feeling that through one's independent action, problems can be solved. Advances in technology have improved our lives while at the same time limiting the importance of individual efforts.

A utopia differs with each person. Some common themes might be: economic freedom; responsive small-scale governments; variety and flexibility in work; living in physically and socially attractive communities; highly self-sufficient communities; a balance among many transportation options; good education, health and recreation. Oregon has great potentials for achieving many of these goals.

Restructuring of government seems to be the first step in implementing such ideas. Governments are too large and there are too many of them. Urban areas should be repre-

Donald MacGillivray is a resident of Southeast Portland.

IN MY OPINION

sented by overall government such as the Metropolitan Service District. County governments should not exist within this geographic area.

Each city should ideally have between 50,000 and 75,000 people. Each of these cities should be divided into eight to 12 communities and each community into eight to 12 neighborhoods, all having elected councils. Schools would be the major public buildings in each community and would include government offices and act as multi-use centers.

Each community's school would be within easy walking distance of all residents. The traffic arterials and other physical barriers would form the boundaries of the community. Superblocks would minimize auto traffic and encourage walking and bicycling. Businesses and other services would cluster around the arterial intersections providing transit stops. Civic and church groups would provide a variety of activities and look after many things government could not provide.

How might this be accomplished? It would not be difficult, assuming the public realize the situation and agrees with the solutions.

It is important to change our collective thinking about these issues and make appropriate adjustments in our behaviors. The way we are taxed and how it is used is an important issue. Better utilization of the communications media could revolutionize our educational system, changing many of our ideas. Likewise, a change of thinking about land, from owner to caretaker, will encourage many improvements.

As communities become more sociable the problems of crime and physical decay will decrease, thus saving public and private resources.

It seems this utopia would be easy to create. Unfortunately, the fear of change, ignorance, and the opposition by the established power structures will delay it.

The idea that government should be accessible and at a human scale is an important concept. In the year of our Constitution's bicentennial, it is appropriate that we remember our humble beginnings and how we might continue to improve our world.

May 8, 1989

From: Christine Lightcap
13342 NW Newberry Road
Portland, Oregon 97231

Re: Strategic Planning Review, Multnomah County

Identification of Major Issues:

Multnomah County needs to clarify and strengthen its support for its agricultural resources.

Possible Solution:

To establish and fund a liaison for the collection and dissemination of information concerning county agricultural development and economic viability.

Background Discussion:

Agriculture is Multnomah County's 5th largest business; Multnomah County ranks 13th in agricultural output in the state (Mr. Sunderland, County Extension). Because the county includes the Portland metropolitan area, its agriculturally oriented businesses include the full spectrum of development from point of origin to point of export. Services within the county act as a magnet for agricultural resources found in adjacent counties. Further a broad range of organizations -- soil and water conservation districts, agribusiness councils, county extension, and so forth -- are active within the county but lack a focal point for relating their information to county functions. Urban issues influenced by agriculture go unnoticed for lack of a central source of information.

An example of this can be found in the location of a garbage transfer station in the area of the Portland Livestock Auction. Every effort should be made to relocate the auction within the county. The economic significance of losing the PLA (which serves the entire NW corner of the state as well as Clark County) has been lost because there exists no county liaison responsible for knowing the PLA's significance and offering the information to decision makers. How ironic that the Port of Portland should become the point of entrance for livestock imports (New Zealand lambs) at the very moment area producers face closure of the PLA! Many

county decisions affect the vitality of its agriculturally based income. At the same time, many county residents do not participate in county decisions due to a lack of information which relates the decision-making process to their livelihood. An agricultural liaison at the county level would help to avoid such oversights by providing comprehensive information to all parties.

Another example of useful agricultural information comes in the form of pro-active support for the rural zoning found within the unincorporated areas of the county. The Department of Planning/Permits works hard to maintain the valuable rural areas of the county through land-use planning. An agricultural liaison could provide them and the permit applicants with useful information concerning the maintenance of a economically viable rural area (for example by assembling a pamphlet listing sources within the community for small woodlot maintenance, for Extension services, or for zoning compatible with cottage industry development.) This pro-active role would balance the often defensive role of the county in land-use planning.

In conclusion, the county is singularly responsible for the agricultural/economic framework and rural/agricultural elements within its boundaries. There is NO OTHER governmental unit representing these interests. Unfortunately, there is no office within the county structure to provide the county with comprehensive information relating to the agricultural and rural network. This oversight can be corrected by establishing and funding a county liaison to agriculture. If the uniqueness of Multnomah County is to be preserved in the coming decades, it is essential that citizens and decision-makers have accurate agricultural information at hand.

ANIMAL ADVOCATES

A PLEA FOR ANIMALS TO BE INCLUDED IN THE VISION OF MULTNOMAH COUNTY IN THE YEAR 2000:

The facilitators and summarizers of the meetings of the Citizens Involvement Committee I have attended seem to have a mental block when it comes to saying or writing the word "animals." They have consistently and today once again left my concerns out of their written and oral reports to the greater group of citizens expressing their own visions for the county.

For that reason I am compelled to submit this "minority report" in hopes the voiceless residents of our county may be remembered in some permanent and tangible form.

Most discussions have centered around making the county more livable for the humans residing here. All this talk of "livability" occurs while each day we destroy hundreds of dogs, cats, kittens, and puppies in our so-called animal "shelters." These shelters are both public and private yet they continue to be houses of death rather than the havens they are expected to be by the taxpayers who support them with their dollars and contributions.

If we cannot end the misery and killing of these innocents how dare we even hope to make Multnomah a better place by the year 2000?

I envision Multnomah County free of these animal cruelties. I see a county that is safe and pleasant for both humans AND animals. This will need both a change of attitudes by those directly involved in the life and death decisions affecting animals and by those of us who direct our visions to those we elect and hire to make these things a reality.

The problem here is the county has an agency that is primarily focused on animal CONTROL not animal CARE. They should be working with rather against these kinds of people. They should be concentrating on getting everyone to IDENTIFY their animals with ANY kind of a tag with a number where people can be reached rather than focusing on regulating and controlling and punishing and killing animals. These I.D. tags would allow individual citizens to return animals who have somehow gotten separated from their people.

Another example of the bureaucratic mind-set is the already apparent resistance to suggestions of striving for no-kill shelters in the county. In previous

P.O. BOX 3453, PORTLAND, OREGON 97208 • (503) 287-7894

ANIMAL ADVOCATES

years the resistance was to citizen input for escaping the archaic and barbaric high-altitude de-compression chambers.

Spay and neuter programs are now the main solution to the so-called over-population problem. Using better adoption "marketing" techniques are virtually ignored. When the no-kill concept is finally accepted it will have happened because once again individual UNPAID county citizens using their own funds, time, energy, and resources will have seen it through just as the lost and found computer link has been developed and maintained by private animal protection groups and individuals.

To begin changes now, in order to bring this life-affirming vision into reality here is a ten point program that will be a good start toward bringing this happy day that will be enjoyed by both humans AND animals of Multnomah County by the year 2000:

1. Focus on concerns and care, not control of animals.
2. Move Animal Control from the Department of Environment to the Department of Human Services.
3. Add the phrase "Respond to complaints from animal advocates about animal abuse and neglect." to Justice Services list of duties.
4. Add non-human animals to the mission of the Department of Justice Services.
5. Grant "standing to sue" status to animal protection/welfare/rights/liberation organizations.
6. Begin to use the term "companion animals" instead of "pets."
7. Move the animal shelter closer to the population center.
8. Expand concerns to all animals in the county. Horses, lambs, pigs, calves, birds, opossums, raccoons, and wildlife, etc.
9. Encourage no-cost identification tagging.
10. Set a goal for realizing no-kill shelters.

Submitted by Roger Troen, coordinator
13 June 1989

P.O. BOX 3453, PORTLAND, OREGON 97208 • (503) 287-7894

To: C.I.C., County Visions Committee
Sara Lamb, Chair

Multnomah County cannot do everything for everybody, we agree, but there are some areas that can and should be handled in a more favorable way. Namely, the care and education of the preschool citizenry and the fair treatment of our senior citizens.

In Multnomah County there are so many single parents and teen-aged parents trying to provide for and rear their young children against odds that would overwhelm a paragon of wisdom.

Perhaps the most fundamental need is for parenting education. The logical place for such a class would be in the first two years of high-school. Many young women who find themselves pregnant in their early teens drop out of school, thus missing out not only on the education they need to have to hold a job, but also on the sociology, psychology, and parenting courses that would help to mold them into good parents. A great deal has already been said about provisions for infant and child care. These efforts should be extended to the parents of young children who want to pursue their education, whether it be academic, vocational, or on-the-job training.

This plan will undoubtedly cost more of the taxpayers money in the short run, but in the long run, it would save much, much more in welfare, law-enforcement, jails, health care, and esteem. We know that abused and neglected children often grow up to be abusing and neglectful parents. To nit this cycle in the bud would be far more profitable than the neglect and penny-pinching we now have.

The other subject I wish to address is the care and treatment of the elderly poor. I am not talking about that percentage of people over 65 who have adequate incomes and who have wisely planned for their older years. They are doing fine. I am talking about old folks who are alone, in public or sub-standard housing, in failing health, who have no one but the County to help them. Many of them live in fear of being attacked, robbed, or mistreated by the elements around them. Some are too afraid to complain for fear of being evicted from the little spot they call "home."

It seems that the City of Portland and the Housing Authority of Portland are more intent upon housing the homeless whether they deserve it or not (drug addicts, felons, professional bums) than they are in taking care of the good older citizens who have always paid their own way.

Respectfully submitted,

Francis F. Parker
623 S.E. 27th Avenue
Portland, OR 97214
(503) 236-6461

TO: Multnomah County Citizen Involvement
Committee
FROM: Nick Sauvie, Community Development
Organizer, Southeast Uplift
Neighborhood Program

RE: County Visions 2000 Summary Report

Congratulations on the Visions 2000 report. The goal of the project is very commendable and many of the recommendations are excellent, particularly in the areas of health, environment and government

One problem that runs throughout the document is that there is no distinction or weighting made between issues of universal concern and "pet peeves" of individuals. Also, in my admittedly biased opinion, more weight should be given to issues of broad concern (for example, to the 150,000 people who live in Southeast Portland) than those of a couple of hundred people in the rural parts of the county. In some cases, clearly erroneous opinions are stated: for example statements insinuating that residents in unincorporated areas are not getting their fair share of services for their county tax dollars. This flies in the face of "Resolution A" and related research that indicates a considerably subsidy of urban services to unincorporated areas by city taxpayers....

Finally, I hope some thought has been given to try to weave the ideas formulated in the Visions 2000 process into the other Portland area governmental jurisdictions. Each jurisdiction has different responsibilities in many of these areas and some complex negotiations must be undertaken to resolve turf battles and come up with a rational program for delivery of government services.

MRS. PETER M. SMITH
13230 NE Sacramento Dr.
Portland, Oregon 97230

June 2, 1989

Re: Multnomah County Visions for the 1990s and Beyond
Tentative Agenda, Citizen Forum, June 1, 1989
Received May 30, 1989.

Merlin Reynolds, Executive Director
Citizen Involvement Committee
2115 SE Morrison, #215
Portland, Oregon, 97214

Dear Merlin:

Here are some comments I have on the section on AN ACCOUNTABLE GOVERNMENT. Articles have been written and statistics are available which show that for efficient and effective government a population of something less than 200,000 is desirable. (I do not personally have these articles or statistics, but they are available.)

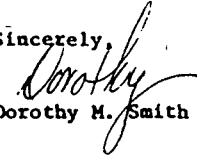
An Earldom is too large for effective grassroots citizen involvement. The citizens are too far from the government.

The larger the government, the less accountability there is because:

- a. There are more employees (bureaucrats) and fewer elected officials, who are the responsible, accountable ones.
- b. Bureaucrats proliferate. Also, they move from one bureau to another, and, thus, a "bad apple" goes from one bin to another and continues within the system. A bureaucrat has never been lost.
- c. A Portland-dominated metro government would have no advantage for any other entity. As in the 1960s, most proponents of a Metropolitan government envision a "greater Portland." The idea was soundly rejected then. Portland has recently undergone a major expansion of size, and the government is not able to effectively cope with the increased needs. The advantages of the frequently touted "economy of scale" have not occurred. A "greater Portland" would not be more efficient; it would be government in chaos. Recently annexed areas to the city of Portland were promised advantages of a "full service city," yet seldom a day goes by when someone doesn't hear from a city employee, "Well, we're sorry, but we just don't have the staff for that"--this, despite the added taxes from new areas.

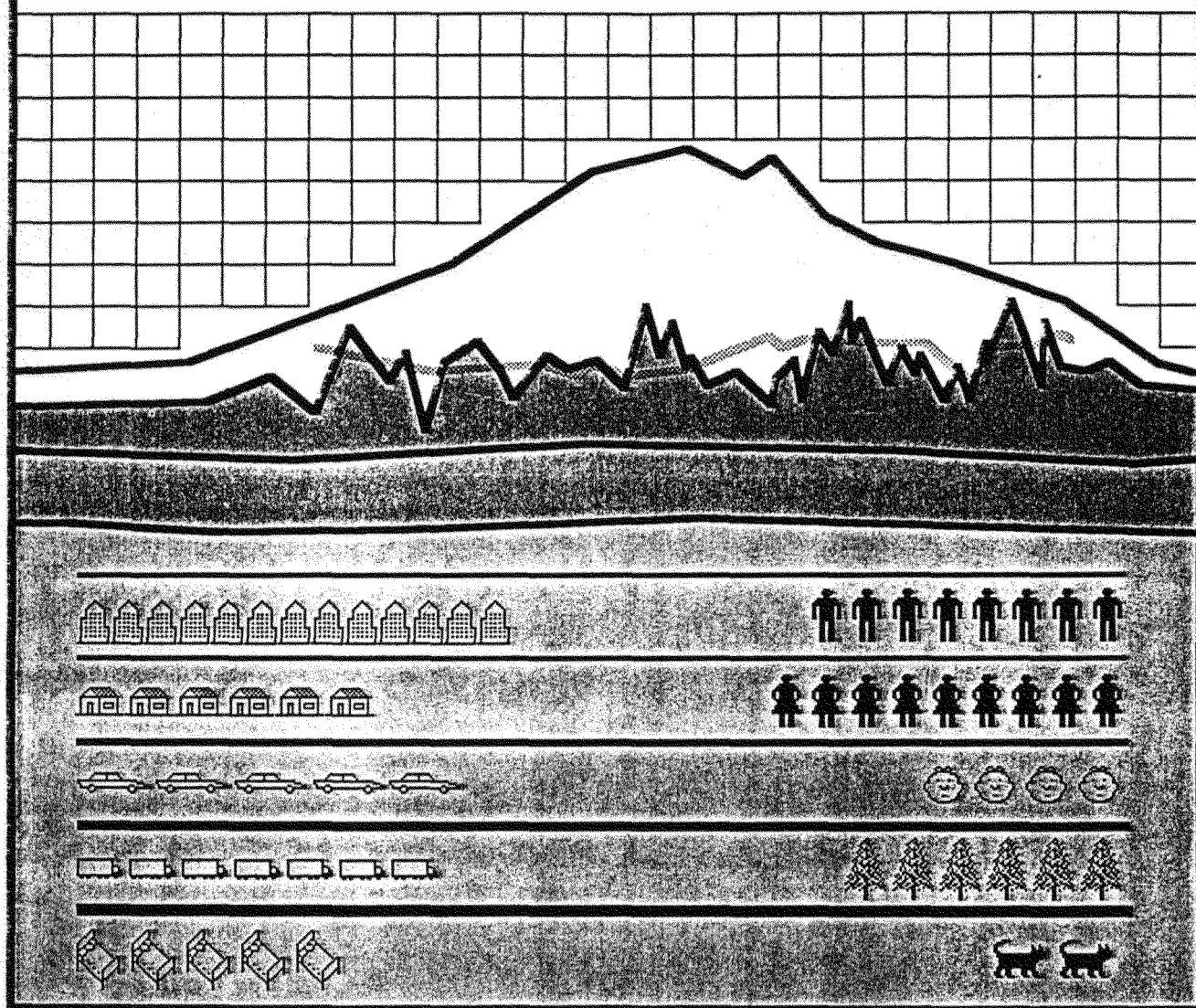
Are there any fewer paid public employees now than before the annexing of county and service district territories and if so, are the services as good as they were before? Are they cheaper? In actuality, services are more expensive and for the most part poorer. These are facts that should be explored before we go for the unfactual "bigger is better" concept.

Sincerely,


Dorothy M. Smith

County Visions: the 1990's and beyond

Final Report



Multnomah County
Citizen Involvement Committee
Room 215
2115 SE Morrison Street
Portland, OREGON 97214

To:



Portland-Multnomah County Progress Board



PORTLAND-MULTNOMAH COUNTY PROGRESS BOARD

MEETING NOTICE

Tuesday, October 5, 1993

3:00 - 6:00 pm

One World Trade Center

25 S. W. Salmon

Conference Rooms A & B

Bridge Level

A G E N D A

- | | | |
|------|---------|--|
| I. | 1:00 pm | Call to Order
Introductions |
| II. | 1:10 pm | Education/Children & Families Benchmarks
Work Session |
| III. | 2:10 pm | Public Safety Benchmarks
Work Session |
| IV. | 3:00 pm | Governance Benchmark Development
Task Force Report |
| V. | 3:50 pm | Closing Remarks
Announcements |
| VI. | 4:00 pm | Adjournment |

**REVISED EDUCATION/
CHILDREN & FAMILIES
DRAFT LEAD BENCHMARKS**
Results of September 21, 1993
Portland-Multnomah County Progress Board Meeting

September 23, 1993

EDUCATION/CHILDREN & FAMILIES

DRAFT LEAD BENCHMARKS

September 23, 1993

GOAL: Value children and help them achieve their full potential.

OREGON BENCHMARKS: NURTURING FAMILIES, THRIVING CHILDREN

ORIGINAL BENCHMARK:

- ♦ Percentage of children meeting specific health and developmental standards for their age.*

REVISED BENCHMARK:

- ♦ Percentage of children entering kindergarten meeting specific development standards for their age. (* People, Early Childhood Development, #16)
 - a. Cognitive development
 - b. Language & literacy development
 - c. Physical well being
 - d. Social/emotional development

PROPOSED BENCHMARKS:

- ♦ Pregnancy rate per 1,000 females ages 10-17. (** People, #1)
 - a. African-American
 - b. American Indians
 - c. Asians
 - d. Hispanics
 - e. White
- ♦ Percentage of infants whose mothers did not use: (** People, #11)
 - a. illicit drugs during pregnancy
 - b. alcohol during pregnancy (self reported by mother)
 - c. tobacco during pregnancy (self-reported by mother).
- ♦ Percentage of healthy birthweight babies (* People, #10)

* Oregon Benchmarks

** Urgent Oregon Benchmarks

- ◆ **Percentage of children 0-17 living above 100% of the federal poverty level. (* People, #3)**
 - a. **0-4 years old**
 - b. **5-17 years old**
 - c. **African-Americans (0-17)**
 - d. **American Indians (0-17)**
 - e. **Asians (0-17)**
 - f. **Hispanics (0-17)**
 - g. **Whites (0-17)**
- ◆ **Percentage of two year olds who are adequately immunized. (* People, Healthy Babies & Toddlers, #10)**
- ◆ **Number of children abused or neglected per 1,000 persons under 18. (* People, 4)**
 - a. **Overall**
 - b. **African-American**
 - c. **American Indians**
 - d. **Asians**
 - e. **Hispanics**
 - f. **Whites**
- ◆ **Percentage of children who were homeless at some time in the past year. (* People, #6)**
- ◆ **Percentage of child care facilities which meet established basic standards. (** Quality of Life, #78)**
- ◆ **Number of identified child care slots available for every 100 children under age 13. (* Quality of Life, #80)**
- ◆ **Percentage of families for whom child care is affordable. (* Quality of Life, #81)**
- ◆ **Percentage of students free of involvement with alcohol in the previous month. (* People, Student Health #29)**
 - a. **Eighth Grade**
 - b. **Eleventh Grade**
- ◆ **Percentage of students free of involvement with illicit drugs in the previous month. (* People, Student Health #30)**
 - a. **Eighth Grade**
 - b. **Eleventh Grade**

- ◆ **Percentage of students free of involvement with tobacco in the previous month. (* People, Student Health #31)**
 - a. **Eighth Grade**
 - b. **Eleventh Grade**

BENCHMARKS DELETED:

- Percentage of children with health insurance.
- Percentage of children (0 - 6 yrs. old) receiving basic health and developmental screening.
- Percentage of community resources committed to children.
 - * Public dollars
 - * Philanthropic dollars
 - * Volunteer hours
- Percentage of families receiving social services in neighborhood facilities.
- Average waiting time between referral to health and developmental services and receipt of services.
- Percentage of eligible children receiving Head Start type services.
- Number of Latch Key children per student population.
- Reported number of children under five years of age left unsupervised.

Comments:

Developmental assessments need to be done throughout K-12. Standards need to be developed. As measurements are developed, assessments should be done in years coinciding with student skill proficiency assessments: Grades 3, 5, 8, and 11.

- ◆ **Percentage of students free of involvement with tobacco in the previous month. (* People, Student Health #31)**
 - a. **Eighth Grade**
 - b. **Eleventh Grade**

BENCHMARKS DELETED:

- Percentage of children with health insurance.
- Percentage of children (0 - 6 yrs. old) receiving basic health and developmental screening.
- Percentage of community resources committed to children.
 - * Public dollars
 - * Philanthropic dollars
 - * Volunteer hours
- Percentage of families receiving social services in neighborhood facilities.
- Average waiting time between referral to health and developmental services and receipt of services.
- Percentage of eligible children receiving Head Start type services.
- Number of Latch Key children per student population.
- Reported number of children under five years of age left unsupervised.

Comments:

Developmental assessments need to be done throughout K-12. Standards need to be developed. As measurements are developed, assessments should be done in years coinciding with student skill proficiency assessments: Grades 3, 5, 8, and 11.

GOAL: Access to basic health care for all citizens.

STATE BENCHMARKS: ACCESS TO HEALTH CARE

PROPOSED BENCHMARK:

- ◆ Percentage of citizens with economic access to basic health care (** Quality of Life, #70)
 - a. Overall
 - b. African-American
 - c. American Indians
 - d. Asians
 - e. Hispanics
 - f. Whites

GOAL: Graduate all children from high school with skills enabling them to succeed in the work force and/or in post-secondary education, including the fundamental ability to read, write, communicate, compute and reason.

STATE BENCHMARKS: SUCCESS IN SCHOOL

ORIGINAL BENCHMARK:

- ◆ Percentage of students completing secondary education with Certificate of Advanced Mastery competencies.
 - Reading
 - Math
 - Critical Thinking
 - Writing Skills
 - Arts & Humanities
 - Communication
 - Social Responsibility

PROPOSED BENCHMARKS:

- ◆ High school graduation rate. (* People, Success in School #17)
- ◆ Percentage of students who achieve established skill levels at fifth grade and eleventh grade.**
 - a. Composite reading, and math skills
 - 1. African-American
 - 2. American Indian
 - 3. Asian
 - 4. Hispanic
 - 5. Whites
 - b. Composite writing skills
- ◆ Percentage of students who achieve established skill levels*
 - a. Third grade
 - 1. Reading
 - 2. Math
 - 3. Writing-Ideas
 - 4. Writing-organization
 - 5. Writing - conventions

- b. Fifth grade
 - 1. Reading
 - 2. Math
 - 3. Writing-Ideas
 - 4. Writing-organization
 - 5. Writing - conventions
- c. Eighth grade
 - 1. Reading
 - 2. Math
 - 3. Writing-Ideas
 - 4. Writing-organization
 - 5. Writing - conventions
- d. Eleventh grade
 - 1. Reading
 - 2. Math
 - 3. Writing-Ideas
 - 4. Writing-organization
 - 5. Writing - conventions

Comments:

Certificate of Advanced Mastery (CAM) competencies are currently being developed. When these are developed, these should serve as the standards of success for completing secondary education.

BENCHMARKS DELETED:

- Percentage of high school students completing professional-technical education and entrepreneurial programs.*
- Percentage of students attending post-secondary school following graduation from high school.
- Percentage of special education students completing secondary education.
- Percentage of students completing work-based learning programs.

GOAL: Establish a stronger system of educational programs beyond the secondary level to meet the region's needs for accessible education, expanded graduate programs, high quality research, technology transfer, and economic development.

ORIGINAL BENCHMARK:

- ◆ The number of people enrolling in post-secondary education, and percentage of students completing their desired program of study.

PROPOSED BENCHMARKS:

- ◆ Percentage of baccalaureate graduates who achieve established skill levels. (* People, Post-Secondary Educational Performance, #26)
- ◆ Percentage of students, graduates, and employers who are satisfied with their experience with higher education. (* People, Post-Secondary Educational Performance, #28)
- ◆ Percentage of adults who have completed at least one year of educational programs after secondary school. (* People, Adult Education, #44)
 - a. African-American
 - b. American Indians
 - c. Asians
 - d. Hispanics
 - e. Whites
- ◆ Percentage of adults who have completed an associate degree in professional-technical education. (* People, Adult Education, #45)
- ◆ Percentage of adults who have completed a baccalaureate degree. (* People, Adult Education, #46)
 - a. Overall
 - b. African-American
 - c. American Indians
 - d. Asians
 - e. Hispanics
 - f. Whites

- ◆ **Percentage of adults who have completed a post-baccalaureate degree. (* People, Adult Education, #47)**
 - a. **African-American**
 - b. **American Indians**
 - c. **Asians**
 - d. **Hispanics**
 - e. **Whites**

- ◆ **Percentage of adults who have completed a certified apprenticeship program. (* People, Adult Education, #48)**
 - a. **African-American**
 - b. **American Indians**
 - c. **Asians**
 - d. **Hispanics**
 - e. **Whites**

- ◆ **Percentage of adults who have possess English literacy skills. (*People, Adult Skill Proficiency, #52-55)**
 - a. **Prose literacy (understands text information)**
 - 1. **Basic**
 - 2. **Intermediate**
 - 3. **Advanced**
 - b. **Document Literacy (can understand and use graphs, text, maps, etc.)**
 - 1. **Basic**
 - 2. **Intermediate**
 - 3. **Advanced**
 - c. **Quantitative Literacy (can understand math and apply it)**
 - 1. **Basic**
 - 2. **Intermediate**
 - 3. **Advanced**
 - d. **Information/technology literacy**

BENCHMARKS DELETED:

- The percentage of students who are denied access to classes needed to complete requirements in a field of study.
- The percentage of ethnic/minority people enrolled in higher education.
- The percentage of students who apply and receive scholarships and financial aid.
- The number of formalized cooperative programs between post-secondary institutions.
- Job placement rate for students completing program of study.
- Number of formal partnerships involving K-12, community colleges, and higher education institutions working together.
- Oregon's national ranking in federal and private research and development funding per capita.
- Percentage of students completing work-based learning programs.

GOAL: Enable citizens with special needs to live and receive a full range of services throughout the region.

STATE BENCHMARKS: EQUAL OPPORTUNITY & SOCIAL HARMONY

ORIGINAL BENCHMARK:

- ◆ Percentage of citizens with special needs (including low-income) living in safe and adequate housing with appropriate support for physical and social needs.

PROPOSED BENCHMARKS:

- ◆ Percentage of citizens with mental illness living in housing of their choice with adequate support. (* People, Mental Illness, #93)
- ◆ Percentage of citizens with mental illness who are employed. (* People, Mental Illness, #94)
- ◆ Percentage of citizens with mental illness who are living above the poverty level. (* People, Mental Illness, #95)
- ◆ Percentage of citizens with developmental disabilities living in housing of their choice with adequate support. (* People, Developmental Disabilities, #96)
- ◆ Percentage of citizens with developmental disabilities who are employed. (* People, Developmental Disabilities, #97)
- ◆ Percentage of citizens with developmental disabilities living above the poverty level. (* People, Developmental Disabilities, #98)
- ◆ Percentage of citizens with physical disabilities living independently with adequate support. (* People, Physical Disabilities, #99)
- ◆ Percentage of citizens with physical disabilities who are employed. (* People, Physical Disabilities, #100)
- ◆ Percentage of citizens with physical disabilities living above the poverty level. (* People, Physical Disabilities, #101)

BENCHMARKS DELETED:

- Percentage of special needs citizens employed.
- Percentage of special needs citizens living above the poverty level.
- Average waiting time between referral and receipt of services for special needs citizens.
- Percentage of special needs citizens using public transportation.
- Percentage of families who serve as care providers who receive respite care themselves.

GOAL: Make full use of the talents of the elderly and provide excellent human services for them.

STATE BENCHMARKS: EQUAL OPPORTUNITY & SOCIAL HARMONY

ORIGINAL BENCHMARK:

- ◆ **Percentage of seniors receiving appropriate services and participating in community programs.**

PROPOSED BENCHMARK:

- ◆ **Percentage of seniors living in the least restrictive setting, either in their own homes or in alternative home settings.**
- ◆ **Percentage of elders who are abused.**

BENCHMARKS DELETED:

- **Percentage of seniors receiving and volunteering in:**
 - * **education**
 - * **arts**
 - * **cultural activities**
 - * **social activities**
 - * **health activities**

GOAL: To embrace and celebrate diversity and eliminate bigotry, enhancing our sense of community.

BENCHMARKS DELETED:

- Minority student high school completion rate.

STAFF NOTES:

Diversity benchmarks should be incorporated in every area for benchmark development.

**REVISED PUBLIC SAFETY
DRAFT LEAD BENCHMARKS**
Results of September 21, 1993
Portland-Multnomah County Progress Board Meeting

September 23, 1993

GOAL:

- ◆ Reduce crime, especially violent crime, as well as the fear of crime, and increase city and community partnerships beginning in high-crime areas.

CRIME PREVENTION

Employment; stable housing; a strong, supportive family unit; education; healthy children free from drug and alcohol abuse are major factors relating to crime prevention. Selective community-based remedies with appropriate and influential deployment of resources are needed to address these factors.

The benchmarks for crime prevention are addressed by the benchmarks in the Education/Children and Families section. Children living below the poverty level, adults who have not completed high school, youth involved in alcohol, tobacco and other illicit drugs, teenage pregnancies, low birth-weight babies are all considered contributors to community crime.

PROPOSED BENCHMARK:

- ◆ Percentage of neighborhoods where crime prevention strategies have been adopted.

PARTNERSHIPS: COMMUNITY RESPONSIBILITY AND INVOLVEMENT

ORIGINAL BENCHMARK

- ◆ Percentage of citizens in Portland who feel safe and secure.
 - number of citizens, community organizations, and businesses involved in community policing.*

REVISED BENCHMARK

- ◆ Percentage of citizens who feel safe and secure.

COMMENTS:

This benchmark is a measure of the livability of neighborhoods and is a telling factor of how committed to and effective are public safety providers in working with and for its citizens to genuinely create safe communities. The public's perception of safety within a neighborhood is critical to the success of other issues of livability such as social harmony and family stability.

* Oregon Benchmarks

ORIGINAL BENCHMARK:

- ◆ Number of businesses/organizations involved/participating, through job opportunities and investments, in high-risk crime communities.
 - employment rate in high risk neighborhoods
 - number of businesses that reinvest at least two percent of their pre-tax profits annually in the community.

REVISED BENCHMARK

- ◆ Number of businesses/organizations involved/participating, through job opportunities and investments, in high-risk crime communities.
 - Employment rate in high risk neighborhoods
 - Number of local businesses that reinvest annually in the community.

COMMENTS:

This benchmark provides a measure of how committed businesses and organizations are in providing and increasing the opportunities for all communities to become more livable places.

DOMESTIC VIOLENCE

ORIGINAL BENCHMARK:

- ◆ Number of reported incidents of domestic violence including:
 - children abused per 1,000 people under 18,*
 - children neglected per 1,000 people under age 18,*
 - spouses or domestic associates abused per 1,000 people,
 - elderly abused per 1,000 people,* and
 - families repeatedly victimized by such incidents.

REVISED BENCHMARK:

- ◆ Number of reported incidents of domestic violence including:
 - children abused and neglected per 1,000 people under 18, (* People, #4)
 - elderly abuse rate per 1,000 people (* People, #92)

COMMENTS:

This benchmark provides a measure of the emotional health of individuals and families. The stability of the family unit is a crucial building block toward decreasing the potential for criminal behavior.

STAFF NOTES:

"Spouse or domestic associate abuse" and "families repeatedly victimized" are not tracked by the state or other jurisdictions. It would be very difficult to compare these statistics to other areas.

DIVERSITY

ORIGINAL BENCHMARK:

- ◆ **Number of reported crimes against people or property, per 1,000 people, motivated by prejudice including:**
 - race,*
 - age,
 - gender,
 - ethnicity,
 - sexual orientation,*
 - religion,*
 - national origin,* or
 - physical or mental ability.

REVISED BENCHMARK:

- ◆ **Number of reported crimes against people or property motivated by prejudice including:**
 - race*
 - age
 - gender
 - sexual orientation*
 - religion*
 - national origin*

COMMENTS:

This benchmark provides a measure of the social livability of the communities by means of the tolerance levels of the people living within them. It also provides a measure of the community's comfort level in reporting such crimes to local authorities and community organizations and knowing that they will be handled in a respectful and confidential manner.

STAFF NOTES:

This benchmark relates to Oregon Benchmark #87: Hate crimes per 100,000 Oregonians by type of intolerance and age of perpetrator.

STAFF NOTES:

Ethnicity and national origin are measured as one by the state. There are no present standards to measure physical or mental ability.

ORIGINAL BENCHMARK:

- ◆ Percentage of diversity within public safety providers to reflect the communities served as measured by:
 - race,
 - age,
 - gender,
 - ethnicity,
 - sexual orientation,
 - national origin, or
 - physical or mental ability.

REVISED BENCHMARK:

- ◆ Percentage of diversity within public safety providers to reflect the communities served as measured by:
 - Race
 - Age
 - Gender
 - National Origin

COMMENTS:

This benchmark provides a measure of how inclusive public safety provider's governing bodies and organizations are to people of diverse backgrounds, which, if increased to reflect the communities served, will lay the groundwork for a more open community where language and cultural barriers are less divisive. Recognizing, honoring, and mutually respecting others allows for better communication between and amongst all people; this will provide better access to social service support for the whole community.

STAFF NOTES:

Once again, ethnicity and national origin are measured as one by the state. Physical or mental ability is very difficult to measure. Public Safety Providers (police bureaus) are not allowed to ask sexual orientation when hiring, so this would be very difficult to track.

CRIME

ORIGINAL BENCHMARK:

- ◆ Number of reported crimes per 1,000 people, including:
 - Part one crimes (willful murder, aggravated assault, burglary, larceny, motor vehicle theft, arson) committed outside of the family unit; (* Similar to Quality of Life, #48)
 - under age 18
 - over age 18
 - Part two crimes (negligent homicide; kidnapping; simple assault; forgery; fraud; vandalism; weapon, drug, and liquor law violations; prostitution); (*Similar to Quality of Life, #49)
 - Number of arrestees testing positive for alcohol or other illicit drugs in Multnomah County. (* Similar to Quality of Life, #52)

REVISED BENCHMARKS:

- ◆ Number of reported crimes against people per 1,000 population. (These crimes include: Murder, Rape, Robbery, & Aggravated Assault.)
 - Under 18 years of age
 - Over 18 years of age
- ◆ Number of reported crimes against property per 1,000 population. (These crimes include: Burglary, Larceny, Motor Vehicle Theft, & Arson.)
 - Under 18 years of age
 - Over 18 years of age
- ◆ Percentage of arrestees testing positive for alcohol or other illicit drugs in Multnomah County. (* Similar to Quality of Life, #52)

COMMENTS:

These benchmarks are the fundamental measures of public safety for the community. They specifically address the dramatic increase in violent crimes committed by youth under eighteen. The community, in targeting its resources to support the child and family, will hopefully address the root causes of violent crime and treat the affected youth earlier in the continuum of public safety sanctions and thus increase the opportunity for rehabilitation.

Many of the crimes committed in our communities are also drug or alcohol related. This benchmark measures the effects of drug and alcohol on the public safety of the community and the efforts aimed at reducing the cycle of addiction.

STAFF NOTES:

LEDS, the Law Enforcement Data System for the State of Oregon tracks crime by crimes against people, crimes against property, and behavioral crimes. These benchmarks reflect their standard measurements. The FBI and other states are also transitioning over to these standards.

PROPOSED BENCHMARK:

- ◆ **Percentage of felons who commit new felonies within three years of re-entry to the community.**

STAFF NOTES:

This benchmark is reportedly going to be adopted by the Oregon Progress Board as a refinement of the currently used, urgent benchmark for Quality of Life, #51.)

GOAL:

- ◆ Increase citizen involvement and regional partnerships to prevent minor and major medical and fire incidence and to efficiently respond to catastrophic disasters.

EMERGENCY PREPAREDNESS

ORIGINAL BENCHMARK:

- ◆ Percentage of citizens who believe they are prepared to respond to an area-wide emergency.
 - percentage of emergency service providers participating in Community Emergency Services

REVISED BENCHMARK:

- ◆ Percentage of citizens who believe they are prepared to respond to an area-wide emergency. (* Related to Quality of Life, #46 & #47)

COMMENTS:

This benchmark measures the extent to which citizens live within jurisdictions that have an emergency management program in place with the capability to respond to a disaster, coordinate multi-jurisdictional resources, and assist communities to fully recover from the effects as well as how well those bureaus involved in such a plan communicate with and educate the public about it.

ORIGINAL BENCHMARK:

- ◆ Loss per capita, both property and person, due to fire and medical emergency situations.
 - number of lives lost per 1,000 citizens
 - number of fires per 1,000 residences
 - total fire loss per capita
 - dollar value of loss as a percentage of structure exposed
 - percent of fire calls responded to in four minutes or less
 - percent of Emergency Medical Service calls responded to in four minutes or less
 - number of calls for actual fire and medical emergency services, as defined by actual situation found and not for reason dispatched.

REVISED BENCHMARK:

- ◆ **Loss per capita, both property and person, due to fire and medical emergency situations.**
 - **number of lives lost per 1,000 citizens**
 - **number of fires per 1,000 residences**
 - **total fire loss per capita**
 - **dollar value of loss as a percentage of structure exposed**

COMMENTS:

This benchmark evaluates the actual activity of emergency service providers when responding to emergency community needs.

**QUALITY OF LIFE/ENVIRONMENT
DRAFT LEAD BENCHMARKS
Results of September 21, 1993
Portland-Multnomah County Progress Board Meeting**

September 27, 1993

ACCESS & A SENSE OF COMMUNITY

ORIGINAL BENCHMARK:

- ◆ Percentage of people who have access to multiple modes of transportation for commuting (one-way) within 30 minutes between where they live and work.

REVISED BENCHMARKS:

- ◆ Percentage of people who commute (one-way) within 30 minutes between where they live and work. (* Quality of Life, Transportation #29).
- ◆ Percentage of people who commute to and from work and use multiple modes of transportation for commuting.

COMMENTS:

These benchmarks measure the extent to which the distribution of housing and jobs combined with the transportation system, enables residents to efficiently commute to and from work, whether by car, transit, bicycle, walking, working at home, or other means.

ORIGINAL BENCHMARK:

- ◆ Percentage of Portland's population that lives within one quarter mile walk of all of the following:
 - Park/Open Space
 - Transit Service
 - Elementary School
 - Neighborhood Commercial Node
 - Community Meeting Facility
 - Bike Paths

REVISED BENCHMARK:

- ◆ Percentage of population that lives within one half mile walk of all of the following:
 - Park/Open Space
 - Transit Service
 - Elementary School
 - Neighborhood Commercial Node
 - Bike Paths

COMMENTS:

This benchmark measures the extent to which the community's population lives in neighborhoods with a full range of accessible basic services. It is an attempt to measure the community's success at creating an "urban village" environment that reduces dependence on automobile travel while it increases the sense of community within our neighborhoods.

* State Benchmarks

Page two

- ♦ **Percentage of people who feel a sense of community in their neighborhood.**
- ♦ **Percentage of eligible citizens who vote. (* Quality of Life, Sense of Community #64)**

PROGRESS BOARD COMMENTS:

- Concern expressed over "a fraction of a mile" may not be the right measurement.
- City and county may have different benchmark based on the rural & urban setting in respective areas.
- May want to re-examine these benchmarks when a comprehensive view of community benchmarks are completed.

AFFORDABLE HOUSING

- ◆ **Percentage of home owners and renters below median income spending less than 30 percent of their household income on housing (including utilities: gas, electric, water, garbage, sewer, phone). (* Quality of Life, Housing #35)**

COMMENTS:

This benchmark measures the overall affordability of housing for residents below median income.

SUGGESTED SECONDARY BENCHMARKS:

- Percentage of households that can afford the median-priced Portland home for sale.
 - Number of displaced (homeless) youth per year unable to access housing or services.
-
- ◆ **Number of citizens who were homeless at some time in the last year. (* Quality of Life, Housing #39)**

ARTS & CULTURE

ORIGINAL BENCHMARK:

- ♦ Annual per capita public and private financial support for the arts in Portland including:
 - Libraries
 - Museums
 - Visual Arts
 - Performing Arts

REVISED BENCHMARK:

- Annual per capita public and private financial support for the arts in the region including:
 - Libraries
 - Museum
 - Visual Arts
 - Performing Arts

COMMENTS:

This benchmark provides a measure of the vitality of the arts and artistic and cultural institutions. The recipients of the financial support will be located in the community; the sources of the support will be both within and outside the community.

SUGGESTED SECONDARY BENCHMARKS:

- Percentage of annual entertainment expenditures in Portland metropolitan area spent in the city:
 - Movies
 - Theatre
 - Concerts
 - Restaurants
 - Spectator Events

PROGRESS BOARD COMMENTS:

- May want to re-examine this benchmark. Need to define "region" as Portland metropolitan area (Multnomah, Clackamas, Washington & Clark counties).

QUALITY ENVIRONMENT

ORIGINAL BENCHMARK:

- ◆ Acres of parks and protected green space per 1,000 Portlanders.

REVISED BENCHMARK:

- ◆ Acres of parks and protected green space per 1,000 citizens.

COMMENTS:

This benchmark measures the extent to which the community provides and protects its public and private parks and greenspace despite population growth and development. The definition of "greenspaces" should include "environmental zones" and other natural areas protected from not publicly owned development.

ORIGINAL BENCHMARK:

- ◆ Number of days per year Portland meets government ambient air quality standards.

REVISED BENCHMARK:

- ◆ Number of days per year the community meets government ambient air quality standards.

COMMENTS:

This benchmark measures air quality in Portland, Multnomah County, & the region, recognizing that the city is in a regional airshed. The data should be based on monitoring of the airshed for carbon monoxide, ozone, fine particulates, and other pollutants.

ORIGINAL BENCHMARK:

- ◆ Number of days per year that Portland's rivers and streams meet government in-stream water quality standards.

REVISED BENCHMARK:

- ◆ Number of days per year the community's rivers and streams meet government in-stream water quality standards.

COMMENTS:

This benchmark measures in-stream water quality within Portland, Multnomah County, & the region, recognizing that such water systems are regional in nature. The data should establish a maximum daily load per Oregon Department of Environmental Quality standards.

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- ◆ **Percentage of streets rated acceptably clean.**
- ◆ **Percentage of surfaces where there is little or no graffiti.**

PORTLAND AS THE CENTRAL CITY

ORIGINAL BENCHMARK:

- ◆ **Percentage of Portland metropolitan area population growth since 1990 occurring within the City of Portland.**

REVISED BENCHMARK:

- ◆ **Percentage of Portland metropolitan area population growth since 1990 occurring within the City of Portland.**
 - **Seniors**
 - **Youth**
 - **Special Needs**
 - **Hispanics**
 - **By income level**
 - **African American**
 - **American Indians**
 - **Asians**
 - **Whites**

COMMENTS:

This benchmark measures the extent to which Portland maintains its share of regional population in the coming decades of growth. This is critical for achieving many aspects of quality of life in the City and the region.

- ◆ **Percentage of total non-manufacturing jobs in the Portland metropolitan area located in downtown Portland.**

COMMENTS:

This benchmark provides a measure of the on-going vitality of Portland's downtown as the region's primary economic, cultural and institutional urban center. Downtown Portland is the geographic area described in the current "Central City Plan".

SUGGESTED SECONDARY BENCHMARKS:

- **Percentage of daily trips per day in the Portland metropolitan area that originate or terminate in downtown Portland.**

PROGRESS BOARD COMMENTS:

- **The first benchmark needs to reflect the need for a "balanced" population growth. The growth should be representative of the region's population.**