

## ANNOTATED MINUTES

*Tuesday, December 28, 1993 - 9:30 AM  
Multnomah County Courthouse, Room 602*

### BOARD BRIEFINGS

- B-1**      *Courthouse and Juvenile Detention Home Security Update. Presented by Sharron Kelley, Chief Deputy John Schweitzer and Others.*

**JOHN SCHWEITZER, SHARRON KELLEY AND DAVE WARREN PRESENTATION AND RESPONSE TO BOARD QUESTIONS, DISCUSSION.**

- B-2**      *Housing and Community Services Division Briefing on the "Strategy for Serving Homeless Single Adults in Portland/Multnomah County, Oregon". Presented by Rey Espana and Bill Thomas.*

**REY ESPANA, CHUCK CURRY, CILLA MURRAY AND JOHN PEARSON PRESENTATION AND RESPONSE TO BOARD QUESTIONS.**

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

### PLANNING ITEMS

*Chair Beverly Stein convened the meeting at 1:35 p.m., with Vice-Chair Gary Hansen, Commissioners Sharron Kelley, Tanya Collier and Dan Saltzman present.*

- P-1**      C 7-93      *Second Reading and Possible Adoption of a Proposed ORDINANCE Amending Sections of MCC 11.45, the Multnomah County Land Division Ordinance*

**PROPOSED ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER SALTZMAN MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF THE SECOND READING AND ADOPTION. HEARING HELD, NO ONE WISHED TO TESTIFY. ORDINANCE 781 UNANIMOUSLY APPROVED.**

- P-2**      C 11-93      *First Reading of a Proposed ORDINANCE Amending the Multnomah County Code Chapter 11.15 by Allowing, in Some Circumstances, for a Non-Relative to be the Care Provider in the Approval of a Health Hardship Mobile Home Placement and Extend the Subsequent Review Period of a Health Hardship Permit from One Year to Two Years*

**PROPOSED ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER HANSEN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF THE**



**FIRST READING. PLANNER GARY CLIFFORD  
EXPLANATION AND RESPONSE TO BOARD QUESTIONS.  
DERWOOD DAVIS TESTIMONY IN SUPPORT OF  
PROPOSED ORDINANCE. BOARD COMMENTS. MOTION  
UNANIMOUSLY APPROVED. SECOND READING  
SCHEDULED FOR TUESDAY, JANUARY 11, 1994.**

**P-3      C 5-93      Continued First Reading of a Proposed ORDINANCE Which  
Amends the Multnomah County Comprehensive Framework Plan Policies 16, 16-G,  
and Supplemental Findings for Water Resources, Streams, and Wetland Sites and  
Designations Under Statewide Planning Goal 5 (Continued from September 28,  
1993 and October 26, 1993)**

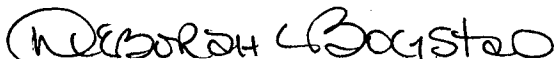
**PROPOSED ORDINANCE READ BY TITLE ONLY. COPIES  
AVAILABLE. COMMISSIONER SALTZMAN MOVED AND  
COMMISSIONER KELLEY SECONDED, APPROVAL OF THE  
FIRST READING. PLANNER MARK HESS EXPLANATION  
AND RESPONSE TO BOARD QUESTIONS. KLAUS HEYNE  
TESTIMONY IN SUPPORT OF PROPOSED ORDINANCE.  
MOTION UNANIMOUSLY APPROVED. SECOND READING  
SCHEDULED FOR TUESDAY, JANUARY 11, 1994.**

**P-4      C 13-93      First Reading of a Proposed ORDINANCE Amending the  
Multnomah County Code Chapter 11.15 Hillside Development and Erosion Control  
Regulations to Require a 100-Foot Area of Undisturbed Natural Vegetation Between  
Proposed Grading and Land Disturbing Activities and a Stream, Water Body, or  
Wetland**

**PROPOSED ORDINANCE READ BY TITLE ONLY. COPIES  
AVAILABLE. COMMISSIONER SALTZMAN MOVED AND  
COMMISSIONER KELLEY SECONDED, APPROVAL OF THE  
FIRST READING. MR. CLIFFORD AND MR. HESS  
EXPLANATION AND RESPONSE TO BOARD QUESTIONS.  
BOARD COMMENTS. STAFF TO RESEARCH SPECIFIC  
INFORMATION PRIOR TO SECOND READING. MOTION  
UNANIMOUSLY APPROVED. SECOND READING  
SCHEDULED FOR TUESDAY, JANUARY 11, 1994.**

*There being no further business, the meeting was adjourned at 2:05 p.m.*

**OFFICE OF THE BOARD CLERK  
for MULTNOMAH COUNTY, OREGON**

  
**Deborah L. Bogstad**



**REGULAR MEETING**

*Chair Beverly Stein convened the meeting at 9:37 a.m., with Vice-Chair Gary Hansen Commissioners Sharron Kelley, Tanya Collier and Dan Saltzman present.*

**REGULAR AGENDA**

**DEPARTMENT OF ENVIRONMENTAL SERVICES**

- R-1**      *Ratification of Intergovernmental Agreement Contract 301154 Between Multnomah County and the City of Portland, Regarding the Transfer of Ten Neighborhood Parks to the City of Portland in Accordance with County Policy and the Mid-Multnomah County Neighborhood Park Master Plan*

**COMMISSIONER KELLEY MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF R-1. CHARLES CIECKO COMMENTS. NANCY CHASE PRESENTATION AND EXPLANATION OF ITEMS R-1 THROUGH R-11, AND RESPONSE TO BOARD QUESTIONS. COUNTY COUNSEL LAURENCE KRESSEL RESPONSE TO BOARD QUESTIONS. AGREEMENT UNANIMOUSLY APPROVED.**

**UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER COLLIER, ITEMS R-2 THROUGH R-11 WERE UNANIMOUSLY APPROVED.**

- R-2**      *ORDER in the Matter of Conveying the County Park Known as Raymond Park, Park Site No. 55, to the City of Portland*

**ORDER 93-398.**

- R-3**      *ORDER in the Matter of Conveying the County Park Known as Gilbert Primary Park, Park Site No. 17, to the City of Portland*

**ORDER 93-399.**

- R-4**      *ORDER in the Matter of Conveying the County Park Known as Lynchwood Park, Park Site No. 26, to the City of Portland*

**ORDER 93-400.**

- R-5**      *ORDER in the Matter of Conveying the County Park Known as Lynchview Park, Park Site No. 8, to the City of Portland*

**ORDER 93-401.**

- R-6**      *ORDER in the Matter of Conveying the County Park Known as North Powellhurst*



*Park, Park Site No. 6, to the City of Portland*

**ORDER 93-402.**

- R-7      *ORDER in the Matter of Conveying the County Park Known as Lincoln Park, Park Site No. 16, to the City of Portland*

**ORDER 93-403.**

- R-8      *ORDER in the Matter of Conveying the County Park Known as Gilbert Heights Park, Park Site No. 11, to the City of Portland*

**ORDER 93-404.**

- R-9      *ORDER in the Matter of Conveying the County Park Known as Holladay Park, Park Site No. 49, to the City of Portland*

**ORDER 93-405.**

- R-10     *ORDER in the Matter of Conveying the County Park Known as Parklane Park, Park Site No. 14, to the City of Portland*

**ORDER 93-406.**

- R-11     *ORDER in the Matter of Conveying the County Park Known as Dickenson Park, Park Site No. 19, to the City of Portland*

**ORDER 93-407.**

**CHILDREN AND FAMILIES SERVICES DIVISION**

- R-18     *RESOLUTION in the Matter of Adopting the "Strategy for Serving Homeless Single Adults in Portland/Multnomah County, Oregon"*

**COMMISSIONER SALTZMAN MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-18. REY ESPANA EXPLANATION. GRETCHEN KAFOURY AND BILL MUIR TESTIMONY IN SUPPORT OF RESOLUTION. BOARD COMMENTS. RESOLUTION 93-408.**

**DEPARTMENT OF ENVIRONMENTAL SERVICES**

- R-12     *ORDER in the Matter of the Conveyance of a Permanent Easement for an Underground Communication Facility on County Land at the Glendoveer Golf Course in Section 35, T1N, R2E, WM, Multnomah County, Oregon*

**WAYNE GEORGE EXPLANATION AND RESPONSE TO BOARD QUESTIONS. UPON MOTION OF COMMISSIONER SALTZMAN, SECONDED BY COMMISSIONER KELLEY, ORDER 93-409 WAS UNANIMOUSLY APPROVED.**



- R-13      *Ratification of Intergovernmental Agreement Contract 301214 Between the City of Portland and Multnomah County, to Equally Share the Costs Associated with an Analysis of the Potential Benefits of Consolidation of City/County Support Services, for the Period October 26, 1993 through December 31, 1994*

**COMMISSIONER SALTZMAN MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-13. BETSY WILLIAMS EXPLANATION AND RESPONSE TO BOARD QUESTIONS. BOARD COMMENTS AND DISCUSSION. AGREEMENT UNANIMOUSLY APPROVED.**

**NON-DEPARTMENTAL**

- R-14      *Budget Modification NOND #10 Requesting Authorization to Transfer \$568 from Materials and Supplies to Personal Services for a Wage Increase Effective January 1, 1994*

**JOHN LEGRY EXPLANATION. UPON MOTION OF COMMISSIONER COLLIER, SECONDED BY COMMISSIONER KELLEY, R-14 WAS UNANIMOUSLY APPROVED.**

- R-15      *RESOLUTION in the Matter of Adoption of Multnomah County's Affirmative Action Plan for 1993-96*

**COMMISSIONER HANSEN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-15. ROBERT PHILLIPS PRESENTATION. BRUCE BLIATOUT TESTIMONY IN SUPPORT OF PLAN. BOARD COMMENTS IN APPRECIATION OF PLAN. RESOLUTION 93-410 UNANIMOUSLY APPROVED.**

- R-16      *RESOLUTION in the Matter of the Declaration of Official Intent to Reimburse Capital Expenditures with Proceeds of Debt Issued to Finance the Expansion, Remodeling and Equipping of Various Library Facilities*

**COMMISSIONER COLLIER MOVED AND COMMISSIONER SALTZMAN SECONDED, APPROVAL OF R-16. DAVE BOYER EXPLANATION AND RESPONSE TO BOARD QUESTIONS. RESOLUTION 93-411 UNANIMOUSLY APPROVED.**

- R-17      *First Reading of a Proposed ORDINANCE Amending MCC 2.60.310 and MCC 2.60.315 Relating to the Investment Advisory Board by Increasing the Membership and Increasing the Meetings*

**PROPOSED ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER SALTZMAN MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF FIRST READING. MR. BOYER EXPLANATION. HEARING**



**HELD, NO ONE WISHED TO TESTIFY. BOARD COMMENTS. FIRST READING UNANIMOUSLY APPROVED. SECOND READING SCHEDULED FOR THURSDAY, JANUARY 6, 1994.**

**PUBLIC COMMENT**

**R-19 Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.**

**UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER COLLIER, CONSIDERATION OF THE FOLLOWING UNANIMOUS CONSENT ITEM WAS UNANIMOUSLY APPROVED.**

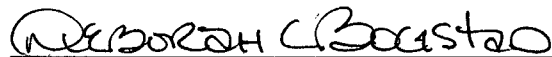
**HEALTH DEPARTMENT**

**UC-1 Ratification of Interagency Agreement Contract 201784 Between the Oregon Health Division and Multnomah County, to Accept a Federal Funding Grant to Provide Services for Children Two to Twenty-four Months of Age, Including Public Education and Outreach, Special Community Immunization Clinics, Client Incentives, and Development of Tracking Systems, for the Period January 3, 1994 through June 30, 1995**

**BILLI ODEGAARD AND PEGGY HILLMAN EXPLANATION AND RESPONSE TO BOARD QUESTIONS. BOARD COMMENTS IN SUPPORT AND APPRECIATION. UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER HANSEN, THE AGREEMENT WAS UNANIMOUSLY APPROVED.**

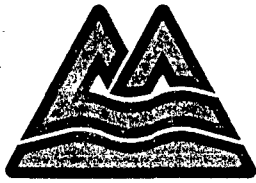
*There being no further business, the meeting was adjourned at 10:40 a.m.*

**OFFICE OF THE BOARD CLERK  
for MULTNOMAH COUNTY, OREGON**



**Deborah L. Bogstad**





# 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

DECEMBER 27, 1993 - DECEMBER 31, 1993

*Tuesday, December 28, 1993 - 9:30 AM - Board Briefings. . . . .Page 2*

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

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

*Friday, December 31, 1993 - HOLIDAY - OFFICE CLOSED. . . . .*

*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 Noon, 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, December 28, 1993 - 9:30 AM

Multnomah County Courthouse, Room 602

**BOARD BRIEFINGS**

- B-1      *Courthouse and Juvenile Detention Home Security Update. Presented by Sharron Kelley, Chief Deputy John Schweitzer and Others. 9:30 AM TIME CERTAIN, 1 HOUR REQUESTED.*
- B-2      *Housing and Community Services Division Briefing on the "Strategy for Serving Homeless Single Adults in Portland/Multnomah County, Oregon". Presented by Rey Espana and Bill Thomas. 10:30 AM TIME CERTAIN, 30 MINUTES REQUESTED.*
- 

Tuesday, December 28, 1993 - 1:30 PM

Multnomah County Courthouse, Room 602

**PLANNING ITEMS**

- P-1      C 7-93      *Second Reading and Possible Adoption of a Proposed ORDINANCE Amending Sections of MCC 11.45, the Multnomah County Land Division Ordinance*
- P-2      C 11-93      *First Reading of a Proposed ORDINANCE Amending the Multnomah County Code Chapter 11.15 by Allowing, in Some Circumstances, for a Non-Relative to be the Care Provider in the Approval of a Health Hardship Mobile Home Placement and Extend the Subsequent Review Period of a Health Hardship Permit from One Year to Two Years*
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Thursday, December 30, 1993 - 9:30 AM

Multnomah County Courthouse, Room 602

REGULAR MEETING

REGULAR AGENDA

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-1      *Ratification of Intergovernmental Agreement Contract 301154 Between Multnomah County and the City of Portland, Regarding the Transfer of Ten Neighborhood Parks to the City of Portland in Accordance with County Policy and the Mid-Multnomah County Neighborhood Park Master Plan*
- R-2      *ORDER in the Matter of Conveying the County Park Known as Raymond Park, Park Site No. 55, to the City of Portland*
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- R-5      *ORDER in the Matter of Conveying the County Park Known as Lynchview Park, Park Site No. 8, to the City of Portland*
- R-6      *ORDER in the Matter of Conveying the County Park Known as North Powellhurst Park, Park Site No. 6, to the City of Portland*
- R-7      *ORDER in the Matter of Conveying the County Park Known as Lincoln Park, Park Site No. 16, to the City of Portland*
- R-8      *ORDER in the Matter of Conveying the County Park Known as Gilbert Heights Park, Park Site No. 11, to the City of Portland*
- R-9      *ORDER in the Matter of Conveying the County Park Known as Holladay Park, Park Site No. 49, to the City of Portland*
- R-10     *ORDER in the Matter of Conveying the County Park Known as Parklane Park, Park Site No. 14, to the City of Portland*
- R-11     *ORDER in the Matter of Conveying the County Park Known as Dickenson Park, Park Site No. 19, to the City of Portland*
- R-12     *ORDER in the Matter of the Conveyance of a Permanent Easement for an Underground Communication Facility on County Land at the Glendoveer Golf*



*Course in Section 35, T1N, R2E, WM, Multnomah County, Oregon*

- R-13      *Ratification of Intergovernmental Agreement Contract 301214 Between the City of Portland and Multnomah County, to Equally Share the Costs Associated with an Analysis of the Potential Benefits of Consolidation of City/County Support Services, for the Period October 26, 1993 through December 31, 1994*

**NON-DEPARTMENTAL**

- R-14      *Budget Modification NOND #10 Requesting Authorization to Transfer \$568 from Materials and Supplies to Personal Services for a Wage Increase Effective January 1, 1994*
- R-15      *RESOLUTION in the Matter of Adoption of Multnomah County's Affirmative Action Plan for 1993-96*
- R-16      *RESOLUTION in the Matter of the Declaration of Official Intent to Reimburse Capital Expenditures with Proceeds of Debt Issued to Finance the Expansion, Remodeling and Equipping of Various Library Facilities*
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**CHILDREN AND FAMILIES SERVICES DIVISION**

- R-18      *RESOLUTION in the Matter of Adopting the "Strategy for Serving Homeless Single Adults in Portland/Multnomah County, Oregon"*

**PUBLIC COMMENT**

- R-19      *Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.*



**UNANIMOUS CONSENT ITEM**

**HEALTH DEPARTMENT**

- UC-1      *Ratification of Interagency Agreement Contract 201784 Between the Oregon Health Division and Multnomah County, to Accept a Federal Funding Grant to Provide Services for Children Two to Twenty-four Months of Age, Including Public Education and Outreach, Special Community Immunization Clinics, Client Incentives, and Development of Tracking Systems, for the Period January 3, 1994 through June 30, 1995*



MEETING DATE: DEC 30 1993

AGENDA NO: R-1

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Transfer of 10 Multnomah County Neighborhood Parks to the City of Portland.

BOARD BRIEFING Date Requested: \_\_\_\_\_  
Amount of Time Needed: 5 minutes

REGULAR MEETING: Date Requested: \_\_\_\_\_  
Amount of Time Needed: 5 minutes

DEPARTMENT: Environmental Services DIVISION: Park Services

CONTACT: C. Ciecko/N. Chase TELEPHONE #: 248-5050  
BLDG/ROOM #: 425

PERSON(S) MAKING PRESENTATION: Charles Ciecko/Nancy Chase

ACTION REQUESTED:

[ ] INFORMATIONAL ONLY [ ] POLICY DIRECTION [X] APPROVAL [ ] OTHER

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

Approval is requested for an Intergovernmental Agreement and Board Order to transfer 10 neighborhood parks to the City of Portland in accordance with County policy and the Mid-Multnomah County Neighborhood Park Master Plan.

1/5/94 originals to Betsy Williams

SIGNATURES REQUIRED:

ELECTED OFFICIAL: cc

OR

DEPARTMENT MANAGER: Betsy H Williams

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

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

BOARD OF  
COUNTY COMMISSIONERS  
1993 DEC 20 AM 10:53  
MULTNOMAH COUNTY  
OREGON





# MULTNOMAH COUNTY OREGON

DEPARTMENT OF ENVIRONMENTAL SERVICES  
PARKS SERVICES DIVISION  
1620 S.E. 190TH AVE.  
PORTLAND, OREGON 97233  
(503) 248-5050

BOARD OF COUNTY COMMISSIONERS  
BEVERLY STEIN • CHAIR OF THE BOARD  
DAN SALTZMAN • DISTRICT 1 COMMISSIONER  
GARY HANSEN • DISTRICT 2 COMMISSIONER  
TANYA COLLIER • DISTRICT 3 COMMISSIONER  
SHARRON KELLEY • DISTRICT 4 COMMISSIONER

## MEMORANDUM

TO: BOARD OF COUNTY COMMISSIONERS

FROM: Charles Ciecko *CC*

TODAY'S DATE: November 23, 1993

REQUESTED PLACEMENT DATE:

RE: Intergovernmental Agreement and Board Orders for the Transfer of  
10 Neighborhood Parks to the City of Portland.

I. Recommendation/Action Requested:

Park Services Division requests that the Board of County Commissioners approve the I.G.A. and that the Chair of the Board of County Commissioners be authorized to execute the necessary Board Orders.

II. Background/Analysis:

The I.G.A. with the City of Portland is necessary to satisfy the City's request that the neighborhood parks be transferred as soon as possible. The request is in accord with Multnomah County Resolution A.

III. Financial Impact:

The Recreation fund will realize a savings of \$3,500 in addition to future sewer assessments and utility costs.



IV. Legal Issues:

This Agreement and Board order were drafted by County Counsel and is in accordance with County Resolution A. No legal issues are anticipated.

V. CONTROVERSIAL ISSUES:

None

VI. Link to Current County Policies:

This I.G.A. is consistent with Multnomah County Resolution A regarding the provision of services such as neighborhood parks and is consistent with the Neighborhood Park Master Plan - mid-Multnomah County.

VII. Citizen Participation:

The Neighborhood Park Master Plan-Mid Multnomah County adopted in 1984 was done in partnership with City of Portland and Gresham. The adoption of this plan involved intensive citizen participation.

VIII. Other Government Participation:

This transfer is at the request of Commissioner Charles Hale, City of Portland.



**CONTRACT APPROVAL FORM**

(See Administrative Procedure #2106)

MULTNOMAH COUNTY OREGON

Contract # 301154

Amendment # \_\_\_\_\_

<b>CLASS I</b> <input type="checkbox"/> Professional Services under \$25,000	<b>CLASS II</b> <input type="checkbox"/> Professional Services over \$25,000 (RFP, Exemption) <input type="checkbox"/> PCRB Contract <input type="checkbox"/> Maintenance Agreement <input type="checkbox"/> Licensing Agreement <input type="checkbox"/> Construction <input type="checkbox"/> Grant <input type="checkbox"/> Revenue	<b>CLASS III</b> <input checked="" type="checkbox"/> Intergovernmental Agreement <b>APPROVED MULTNOMAH COUNTY BOARD OF COMMISSIONERS</b> AGENDA # <u>R-1</u> DATE <u>12/30/93</u> <u>DEB BOGSTAD</u> BOARD CLERK
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Department Environmental Services Division Park Services Date 11/23/93Contract Originator Nancy Chase Phone 5050 Bldg/Room 425Administrative Contact Charles Ciecko Phone 5050 Bldg/Room 425Description of Contract Intergovernmental Agreement with City of Portland regarding the transfer of 10 neighborhood parks to the City of Portland.

RFP/BID # \_\_\_\_\_ Date of RFP/BID \_\_\_\_\_ Exemption Exp. Date \_\_\_\_\_

ORS/AR # \_\_\_\_\_ Contractor is ☐ MBE ☐ WBE ☐ QRF

Contractor Name Portland Parks & Recreation  
 Mailing Address Attn: Charles Jordan  
1120 SW Fifth, Suite 1320  
Portland OR 97204-1933  
 Phone (503) 823-2223  
 Employer ID# or SS# \_\_\_\_\_  
 Effective Date Upon Signature  
 Termination Date \_\_\_\_\_  
 Original Contract Amount \$ N/A  
 Total Amount of Previous Amendments \$ \_\_\_\_\_  
 Amount of Amendment \$ \_\_\_\_\_  
 Total Amount of Agreement \$ \_\_\_\_\_

Remittance Address \_\_\_\_\_  
(If Different) \_\_\_\_\_

Payment Schedule \_\_\_\_\_ Terms \_\_\_\_\_

☐ Lump Sum \$ \_\_\_\_\_ ☐ Due on receipt  
☐ Monthly \$ \_\_\_\_\_ ☐ Net 30  
☐ Other \$ \_\_\_\_\_ ☐ Other \_\_\_\_\_  
☐ Requirements contract - Requisition required.  
 Purchase Order No. \_\_\_\_\_  
☐ Requirements Not to Exceed \$ \_\_\_\_\_

**REQUIRED SIGNATURES:**

Department Manager cko Betty H. Williams  
 Purchasing Director (Class II Contracts Only) [Signature]  
 County Counsel [Signature]  
 County Chair / Sheriff [Signature]  
 Contract Administration (Class I, Class II Contracts Only) \_\_\_\_\_

Encumber: Yes ☐ No ☐  
 Date 12/14/93  
 Date \_\_\_\_\_  
 Date 12/21/93  
 Date December 30, 1993  
 Date \_\_\_\_\_

VENDOR CODE			VENDOR NAME							TOTAL AMOUNT \$		
LINE NO.	FUND	AGENCY	ORGANIZATION	SUB ORG	ACTIVITY	OBJECT/ REV SRC	SUB OBJ	REPT CATEG	LGFS DESCRIPTION	AMOUNT	INC/ DEC IND	
01.	330	030	5312									
02.												
03.												
* If additional space is needed, attach separate page. Write contract # on top of page.												

INSTRUCTIONS ON REVERSE SIDE

WHITE - CONTRACT ADMINISTRATION CANARY - INITIATION PINK - FINANCE



## AGREEMENT BETWEEN MULTNOMAH COUNTY AND CITY OF PORTLAND

This is an intergovernmental agreement between Multnomah County, a political subdivision of the State of Oregon, ("COUNTY" herein), and THE CITY OF PORTLAND, an Oregon municipal corporation ("CITY" herein).

### RECITALS:

- A. COUNTY owns properties in unincorporated portions of the County and within the CITY's urban services boundary that are dedicated and used for public parks.
- B. COUNTY has agreed to transfer its regional parks, golf courses, natural areas, marine facilities, and other properties to METRO to help create a regional park and recreation system. The County's neighborhood parks within the CITY's urban services boundary will not be transferred to METRO.
- C. The CITY and COUNTY deem it to be in the public interest to transfer ownership of those COUNTY neighborhood parks to the CITY that are within the CITY's urban services boundary before annexation into the CITY, providing the CITY continues use of the properties for park purposes and in accordance with the Neighborhood Parks Master Plan, Mid-Multnomah County, dated 1984, and approved by Multnomah County, the City of Portland, and the City of Gresham.

### THEREFORE, THE PARTIES AGREE:


1. COUNTY shall, upon request by CITY, execute and deliver to CITY deed conveying, without warranties of title, Dickenson, East Lynchwood, Gilbert Heights, Gilbert Primary, Holladay, Lincoln, Lynchview, North Powellhurst, Parklane, and Raymond Parks. The transfers shall be without consideration in accordance with ORS 275.330.
2. Except as herein provided, after each park has been conveyed, CITY, shall use, maintain and operate the park properties for parks and open spaces and in accordance with the Neighborhood Parks Master Plan, Mid-Multnomah County, dated 1984, as approved by COUNTY, CITY, and the City of Gresham. Gilbert Heights, Lynchview, Raymond, Gilbert Primary, and North Powellhurst Parks maybe used for park and open space purposes only.
  - a. If proposals come forward from public or private interests to acquire the property, Grantee shall:
    - (1) determine whether the sale or trade of the park site would result in the acquisition of land better suited for park purposes; and
    - (2) hold a community meeting to include both immediate park residents and appropriate community groups.



- b. If Grantee determines that the property should be sold or traded, Grantee shall:
- (1) notify all abutting property owners;
  - (2) give first option to buy or trade to the appropriate school district, if there is an abutting school;
  - (3) assure that the sale or trade of the park site shall not result in a planning area becoming park-deficient (however, if the park title is transferred to a school district resulting in it remaining open space available to the public for recreational purposes, this requirement shall not apply);
  - (4) use money obtained from the sale of park land to acquire a new site or sites; and
  - (5) provide Grantor with documentation showing that all conditions specified in this Agreement have been met.
3. The parties recognize that Lynchwood and Raymond Parks are subject to the terms and conditions of the Federal Land and Water Conservation Fund Act. Any change of use to other than outdoor recreation may result in penalties in accordance with the above Federal Act. The CITY assumes full responsibility for compliance with all terms and conditions of the Federal Land and Water Conservation Fund Act upon approval of this agreement.


Dated this 30th day of December, 1993.

MULTNOMAH COUNTY

By:   
Beverly Stein, Chair

REVIEWED:

Laurence Kressel  
County Counsel

By:   
John L. DuBay  
NCV00954.AGR

CITY OF PORTLAND

By: \_\_\_\_\_  
Comm. of Public Safety

APPROVED AS TO FORM

Jeffrey L. Rogers  
City Attorney

By: \_\_\_\_\_

APPROVED MULTNOMAH COUNTY  
BOARD OF COMMISSIONERS  
AGENDA # R-1 DATE 12/30/93  
DEB BOGSTAD  
BOARD CLERK



MEETING DATE: DEC 30 1993

AGENDA NO: R-2

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Transfer of 10 Multnomah County Neighborhood Parks to the City of Portland.

BOARD BRIEFING Date Requested: \_\_\_\_\_  
Amount of Time Needed: 5 minutes

REGULAR MEETING: Date Requested: \_\_\_\_\_  
Amount of Time Needed: 5 minutes

DEPARTMENT: Environmental Services DIVISION: Park Services

CONTACT: C. Ciecko/N. Chase TELEPHONE #: 248-5050  
BLDG/ROOM #: 425

PERSON(S) MAKING PRESENTATION: Charles Ciecko/Nancy Chase

ACTION REQUESTED:

[ ] INFORMATIONAL ONLY [ ] POLICY DIRECTION [X] APPROVAL [ ] OTHER

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

Approval is requested for an Intergovernmental Agreement and Board Order to transfer 10 neighborhood parks to the City of Portland in accordance with County policy and the Mid-Multnomah County Neighborhood Park Master Plan.

1/5/94 originals to Betsy Williams

SIGNATURES REQUIRED:

ELECTED OFFICIAL: cc

OR

DEPARTMENT MANAGER: Betsy H Williams

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

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

BOARD OF  
COUNTY COMMISSIONERS  
1993 DEC 20 AM 10:53  
MULTNOMAH COUNTY  
OREGON





# MULTNOMAH COUNTY OREGON

DEPARTMENT OF ENVIRONMENTAL SERVICES  
PARKS SERVICES DIVISION  
1620 S.E. 190TH AVE.  
PORTLAND, OREGON 97233  
(503) 248-5050

BOARD OF COUNTY COMMISSIONERS  
BEVERLY STEIN • CHAIR OF THE BOARD  
DAN SALTZMAN • DISTRICT 1 COMMISSIONER  
GARY HANSEN • DISTRICT 2 COMMISSIONER  
TANYA COLLIER • DISTRICT 3 COMMISSIONER  
SHARRON KELLEY • DISTRICT 4 COMMISSIONER

## MEMORANDUM

TO: BOARD OF COUNTY COMMISSIONERS

FROM: Charles Ciecko *OK*

TODAY'S DATE: November 23, 1993

REQUESTED PLACEMENT DATE:

RE: Intergovernmental Agreement and Board Orders for the Transfer of  
10 Neighborhood Parks to the City of Portland.

I. Recommendation/Action Requested:

Park Services Division requests that the Board of County Commissioners approve the I.G.A. and that the Chair of the Board of County Commissioners be authorized to execute the necessary Board Orders.

II. Background/Analysis:

The I.G.A. with the City of Portland is necessary to satisfy the City's request that the neighborhood parks be transferred as soon as possible. The request is in accord with Multnomah County Resolution A.

III. Financial Impact:

The Recreation fund will realize a savings of \$3,500 in addition to future sewer assessments and utility costs.



IV. Legal Issues:

This Agreement and Board order were drafted by County Counsel and is in accordance with County Resolution A. No legal issues are anticipated.

V. CONTROVERSIAL ISSUES:

None

VI. Link to Current County Policies:

This I.G.A. is consistent with Multnomah County Resolution A regarding the provision of services such as neighborhood parks and is consistent with the Neighborhood Park Master Plan - mid-Multnomah County.

VII. Citizen Participation:

The Neighborhood Park Master Plan-Mid Multnomah County adopted in 1984 was done in partnership with City of Portland and Gresham. The adoption of this plan involved intensive citizen participation.

VIII. Other Government Participation:

This transfer is at the request of Commissioner Charles Hale, City of Portland.



BEFORE THE BOARD OF COUNTY COMMISSIONERS

FOR MULTNOMAH COUNTY, OREGON

In the Matter of Conveying the County  
Park known as Raymond Park, Park Site No. 55  
to the City of Portland

)  
)  
)  
)  
)  
O R D E R  
93-398

WHEREAS, by agreement dated December 30, 1993, between Multnomah County and the City of Portland, the County has agreed to convey certain County Parks within the City's urban services boundary to the City of Portland upon request, without payment of consideration; and

WHEREAS, the City of Portland requests transfer of Raymond Park, Park Site, No. 55 in accordance with the terms of the agreement described above and the provisions of ORS 275.330.

NOW, THEREFORE, THE BOARD ORDERS:

1. The Board finds the transfer of Raymond Park, Park Site No. 55 to the City of Portland for park purposes is in the best interest of the public and is hereby approved.
2. The Chair is authorized to execute and deliver to the City of Portland a deed conveying without warranties the following described real property;

A parcel of land situated in the northeast one-quarter of Section 15, T1S, R2E, W.M., Multnomah County, Oregon, more particularly described as follows:

Beginning at the northwest corner of the 10 acre tract of land conveyed by C.H. Chambreau and wife to Victor Coiteaux, by deed recorded in Book 361, Page 440, Deed Records of Multnomah County, Oregon, said corner also being the northwest corner of the Hugh Fury Homestead Claim; thence S 00°48' W, a distance of 265 feet to the northwest corner of that tract deeded to James Ellis Fox and Frances Arlene Fox, by deed recorded December 21, 1948, in Book 1311, Page 42, Multnomah County Deed Records; thence N 89°16' E, a distance of 243.62 feet to a point on the west right-of-way line of SE 118th Avenue, 25.00 feet westerly, when measured at right angles, of the centerline thereof; thence N 01°22' E along said west right-of-way line, a distance of 100.00 feet to a point on the westerly extension of the centerline of SE Raymond Street; thence easterly along said extension, a distance of 14.40 feet; thence northerly a distance of 165.00 feet to a point on the north line of said Hugh Fury Homestead Claim; thence westerly along said north line, a distance of 261.38 feet to the point of beginning.

Containing 1.55 acres, more or less.



RAYMOND PARK  
Park Site No. 55  
Item 93-201  
November 17, 1993  
Page 2

3. The conveyance shall be subject to the following:

- a) Raymond Park, Park Site No. 55, shall be used for park and open space purposes only unless the Grantor approves another use in accordance with the procedures in the Intergovernmental Agreement between Grantor and Grantee dated December 30, 1993.
- b) The property is subject to the terms and conditions of the Federal Land and Water Conservation Fund Act. Any change of use to other than outdoor recreation may result in penalties in accordance with the above Federal Act.
- c) The property shall be used, maintained and operated in accordance with the Neighborhood Parks Master Plan, Mid-Multnomah County, dated 1984, as approved by Multnomah County, the City of Portland and the City of Gresham.

Adopted this 30th day of December, 1993.



BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

By: \_\_\_\_\_

BEVERLY STEIN, Chair

REVIEWED:

LAURENCE KRESSEL  
COUNTY COUNSEL  
for Multnomah County, Oregon

By: \_\_\_\_\_

JOHN L. DuBAY  
Chief Asst. County Counsel



RAYMOND PARK  
Park Site No. 55  
Item 93-201  
November 17, 1993

### BARGAIN AND SALE DEED

MULTNOMAH COUNTY, a political subdivision of the State of Oregon, Grantor, conveys to the CITY OF PORTLAND, a municipal corporation of the State of Oregon, GRANTEE, the real property described as follows:

A parcel of land situated in the northeast one-quarter of Section 15, T1S, R2E, W.M., Multnomah County, Oregon, more particularly described as follows:

Beginning at the northwest corner of the 10 acre tract of land conveyed by C.H. Chambreau and wife to Victor Coiteaux, by deed recorded in Book 361, Page 440, Deed Records of Multnomah County, Oregon, said corner also being the northwest corner of the Hugh Fury Homestead Claim; thence S 00°48' W, a distance of 265 feet to the northwest corner of that tract deeded to James Ellis Fox and Frances Arlene Fox, by deed recorded December 21, 1948, in Book 1311, Page 42, Multnomah County Deed Records; thence N 89°16' E, a distance of 243.62 feet to a point on the west right-of-way line of SE 118th Avenue, 25.00 feet westerly, when measured at right angles, of the centerline thereof; thence N 01°22' E along said west right-of-way line, a distance of 100.00 feet to a point on the westerly extension of the centerline of SE Raymond Street; thence easterly along said extension, a distance of 14.40 feet; thence northerly a distance of 165.00 feet to a point on the north line of said Hugh Fury Homestead Claim; thence westerly along said north line, a distance of 261.38 feet to the point of beginning.

Containing 1.55 acres, more or less.

As shown on the attached map marked Exhibit A and hereby made a part of this document.

#### SUBJECT TO:

1. Raymond Park, Park Site No. 55, shall be used for park and open space purposes only unless the Grantor approves another use in accordance with the procedures in the Intergovernmental Agreement between Grantor and Grantee dated December 30, 1993.
2. The property shall be used, maintained and operated in accordance with the Neighborhood Parks Master Plan, Mid-Multnomah County, dated 1984, as approved by Multnomah County, the City of Portland and the City of Gresham.



RAYMOND PARK  
Park Site No. 55  
Item 93-201  
November 17, 1993  
Page 2

3. The property is subject to the terms and conditions of the Federal Land and Water Conservation Fund Act. Any change of use to other than outdoor recreation may result in penalties in accordance with the Federal Act.

This transfer is without monetary consideration

Dated this 30th day of December, 1993.



BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

By:

Beverly Stein  
BEVERLY STEIN, Chair  
Board of Commissioners

LAURENCE KRESSEL  
County Counsel  
for Multnomah County, Oregon

By:

John L. DuBay  
John L. DuBay

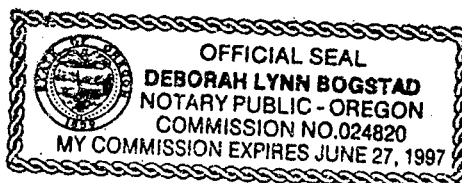
STATE OF OREGON )

County of Multnomah )

ss.

On this 30th day of December, 1993, A.D., before me, a Notary Public in and for the County and State, personally appeared Beverly Stein, to me personally known, Chair of the Board of County Commissioners of Multnomah County, Oregon, to sign official County documents and that the seal affixed to said instrument was signed and sealed on behalf of said County by authority of its Board of County Commissioners, and Beverly Stein acknowledged said instrument to be the free act and deed of said County.

IN TESTIMONY WHEREOF, I have hereunto set my hand, affixed my official seal, the day and year first in this, my certificate, written.

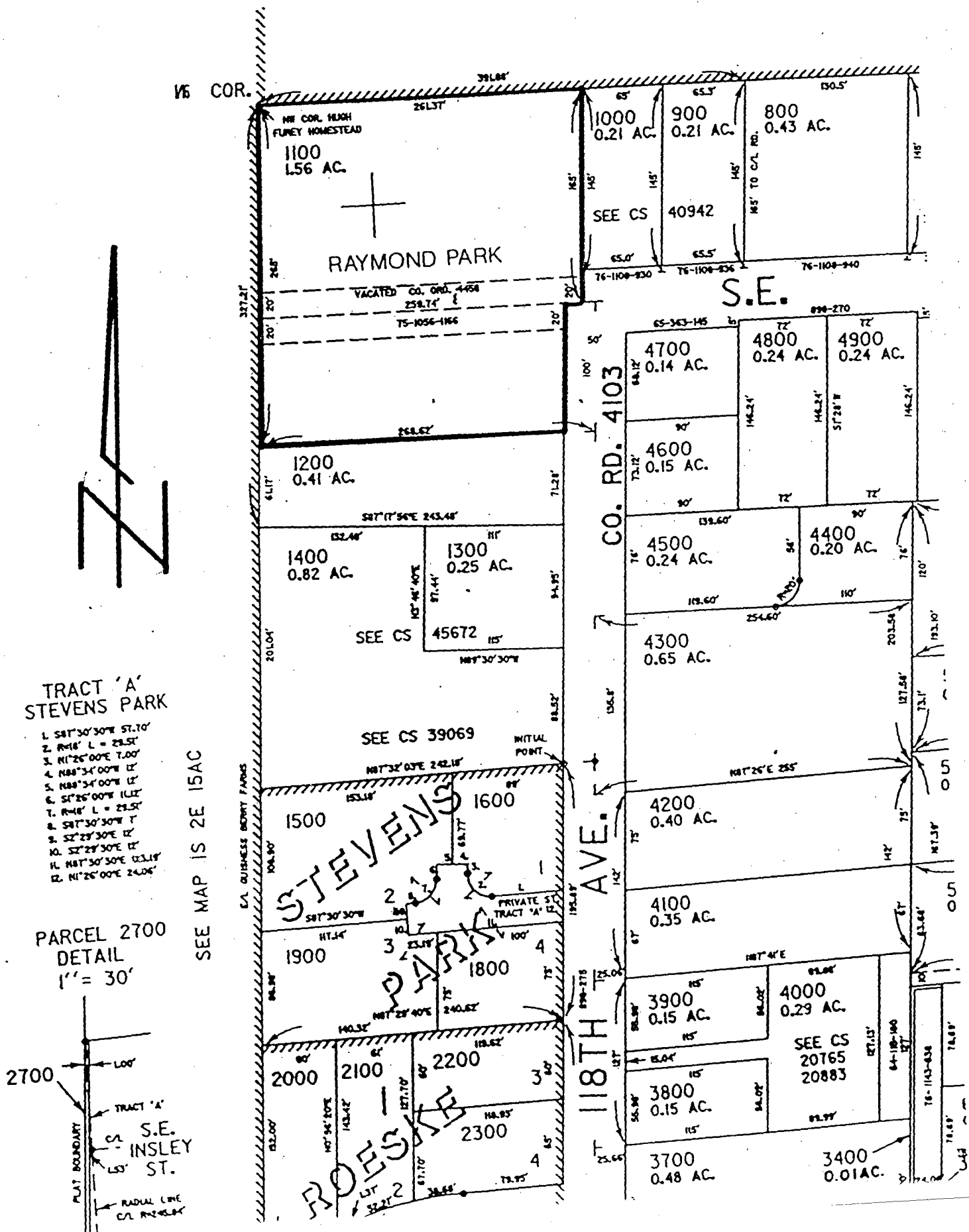


Deborah Lynn Bogstad  
Notary Public for Oregon

My Commission Expires: 6/27/97



**EXHIBIT 'A'**





MEETING DATE: DEC 30 1993

AGENDA NO: R-3

(Above Space for Board Clerk's Use ONLY)

-----  
AGENDA PLACEMENT FORM

SUBJECT: Transfer of 10 Multnomah County Neighborhood Parks to the City of Portland.

BOARD BRIEFING Date Requested: \_\_\_\_\_  
Amount of Time Needed: 5 minutes

REGULAR MEETING: Date Requested: \_\_\_\_\_  
Amount of Time Needed: 5 minutes

DEPARTMENT: Environmental Services DIVISION: Park Services

CONTACT: C. Ciecko/N. Chase TELEPHONE #: 248-5050  
BLDG/ROOM #: 425

PERSON(S) MAKING PRESENTATION: Charles Ciecko/Nancy Chase

ACTION REQUESTED:

[ ] INFORMATIONAL ONLY [ ] POLICY DIRECTION [X] APPROVAL [ ] OTHER

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

Approval is requested for an Intergovernmental Agreement and Board Order to transfer 10 neighborhood parks to the City of Portland in accordance with County policy and the Mid-Multnomah County Neighborhood Park Master Plan.

*1/5/94 originals to Betsy Williams*

SIGNATURES REQUIRED:

ELECTED OFFICIAL: ec

OR

DEPARTMENT MANAGER: Betsy H Williams

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

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

BOARD OF  
COUNTY COMMISSIONERS  
1993 DEC 20 AM 10:53  
MULTNOMAH COUNTY  
OREGON





# MULTNOMAH COUNTY OREGON

DEPARTMENT OF ENVIRONMENTAL SERVICES  
PARKS SERVICES DIVISION  
1620 S.E. 190TH AVE.  
PORTLAND, OREGON 97233  
(503) 248-5050

BOARD OF COUNTY COMMISSIONERS  
BEVERLY STEIN • CHAIR OF THE BOARD  
DAN SALTZMAN • DISTRICT 1 COMMISSIONER  
GARY HANSEN • DISTRICT 2 COMMISSIONER  
TANYA COLLIER • DISTRICT 3 COMMISSIONER  
SHARRON KELLEY • DISTRICT 4 COMMISSIONER

## MEMORANDUM

TO: BOARD OF COUNTY COMMISSIONERS

FROM: Charles Cieccko *CC*

TODAY'S DATE: November 23, 1993

REQUESTED PLACEMENT DATE:

RE: Intergovernmental Agreement and Board Orders for the Transfer of  
10 Neighborhood Parks to the City of Portland.

### I. Recommendation/Action Requested:

Park Services Division requests that the Board of County Commissioners approve the I.G.A. and that the Chair of the Board of County Commissioners be authorized to execute the necessary Board Orders.

### II. Background/Analysis:

The I.G.A. with the City of Portland is necessary to satisfy the City's request that the neighborhood parks be transferred as soon as possible. The request is in accord with Multnomah County Resolution A.

### III. Financial Impact:

The Recreation fund will realize a savings of \$3,500 in addition to future sewer assessments and utility costs.



IV. Legal Issues:

This Agreement and Board order were drafted by County Counsel and is in accordance with County Resolution A. No legal issues are anticipated.

V. CONTROVERSIAL ISSUES:

None

VI. Link to Current County Policies:

This I.G.A. is consistent with Multnomah County Resolution A regarding the provision of services such as neighborhood parks and is consistent with the Neighborhood Park Master Plan - mid-Multnomah County.

VII. Citizen Participation:

The Neighborhood Park Master Plan-Mid Multnomah County adopted in 1984 was done in partnership with City of Portland and Gresham. The adoption of this plan involved intensive citizen participation.

VIII. Other Government Participation:

This transfer is at the request of Commissioner Charles Hale, City of Portland.



BEFORE THE BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

In the Matter of Conveying the County )  
Park known as Gilbert Primary Park, Park Site )  
No. 17 to the City of Portland )  
\_\_\_\_\_)

O R D E R  
93-399

WHEREAS, by agreement dated December 30, 1993, between Multnomah County and the City of Portland, the County has agreed to convey certain County Parks within the City's urban services boundary to the City of Portland upon request, without payment of consideration; and

WHEREAS, the City of Portland requests transfer of Gilbert Primary Park, Park Site No. 17, in accordance with the terms of the agreement described above and the provisions of ORS 275.330.

NOW, THEREFORE, THE BOARD ORDERS:

1. The Board finds the transfer of Gilbert Primary Park, Park Site No. 17 to the City of Portland for park purposes is in the best interest of the public and is hereby approved.
2. The Chair is authorized to execute and deliver to the City of Portland a deed conveying without warranties the following described real property;

A portion of Lots 3 and 10, "LAMARGENT PARK NO. 2", a recorded plat, recorded June 26, 1903, in Book 308, Page 24, Plat Records of Multnomah County, Oregon, situated in the southeast one-quarter of Section 14, T1S, R2E, W.M., Multnomah County, Oregon, more particularly described as follows:

Beginning at the northeast corner of that parcel of land conveyed to the public by deed recorded March 3, 1992, in Book 2513, Page 1467, Deed Records of Multnomah County, Oregon, said corner being a point on the east line of said Lot 10; thence S 87°39' W, along the north line thereof and its westerly extension, a distance of 148.17 feet to a point 225.00 feet northerly, when measured at right angles, of the centerline of SE Foster Road, County Road No. 530; thence N 00°21'20" E, a distance of 29.79 feet; thence S 87°39' W, a distance of 223.11 feet to a point on the west line of said Lot 10; thence N 00°21'30" E along said west line, a distance of 234.75 feet; thence N 89°26'30" E, a distance of 74.00 feet; thence N 00°21'30" E, a distance of 100.00 feet; thence S 89°26'30" W, a distance of 74.00 feet to the northwest corner of said Lot 10, also being the southwest corner of said Lot 3; thence N 00°21'30" E, along the west line, of said Lot 3, a distance of 200.00 feet; thence N 89°26'30" E, a distance of 370.89 feet to a point on the east line of said Lot 3; thence S 00°21'20" W, along said east line of Lots 3 and 10, a distance of 552.93 feet to the point of beginning.

Containing 4.43 acres, more or less.



GILBERT PRIMARY PARK  
Park Site No.17  
Item 93-202  
November 17, 1993  
Page 2

3. The conveyance shall be subject to the following:

- a) Gilbert Primary Park, Park Site No. 17, shall be used for park and open space purposes only unless the Grantor approves another use in accordance with the procedures in the Intergovernmental Agreement between Grantor and Grantee dated December 30, 1993.
- b) The property shall be used, maintained and operated in accordance with the Neighborhood Parks Master Plan, Mid-Multnomah County, dated 1984, as approved by Multnomah County, the City of Portland and the City of Gresham.

Adopted this 30th day of December, 1993.



BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

By: \_\_\_\_\_

BEVERLY STEIN, Chair

REVIEWED:

LAURENCE KRESSEL  
County Counsel  
for Multnomah County, Oregon

John L. DuBay  
John L. DuBay



GILBERT PRIMARY PARK

Park Site No. 17

Item 93-202

November 17, 1993

BARGAIN AND SALE DEED

MULTNOMAH COUNTY, a political subdivision of the State of Oregon, Grantor, conveys to the CITY OF PORTLAND, a municipal corporation of the State of Oregon, GRANTEE, the real property described as follows:

A portion of Lots 3 and 10, "LAMARGENT PARK NO. 2", a recorded plat, recorded June 26, 1903, in Book 308, Page 24, Plat Records of Multnomah County, Oregon, situated in the southeast one-quarter of Section 14, T1S, R2E, W.M., Multnomah County, Oregon, more particularly described as follows:

Beginning at the northeast corner of that parcel of land conveyed to the public by deed recorded March 3, 1992, in Book 2513, Page 1467, Deed Records of Multnomah County, Oregon, said corner being a point on the east line of said Lot 10; thence S 87°39' W, along the north line thereof and its westerly extension, a distance of 148.17 feet to a point 225.00 feet northerly, when measured at right angles, of the centerline of SE Foster Road, County Road No. 530; thence N 00°21'20" E, a distance of 29.79 feet; thence S 87°39' W, a distance of 223.11 feet to a point on the west line of said Lot 10; thence N 00°21'30" E along said west line, a distance of 234.75 feet; thence N 89°26'30" E, a distance of 74.00 feet; thence N 00°21'30" E, a distance of 100.00 feet; thence S 89°26'30" W, a distance of 74.00 feet to the northwest corner of said Lot 10, also being the southwest corner of said Lot 3; thence N 00°21'30" E, along the west line, of said Lot 3, a distance of 200.00 feet; thence N 89°26'30" E, a distance of 370.89 feet to a point on the east line of said Lot 3; thence S 00°21'20" W, along said east line of Lots 3 and 10, a distance of 552.93 feet to the point of beginning.

Containing 4.43 acres, more or less.

As shown on attached map marked Exhibit A and hereby made a part of this document.

SUBJECT TO:

1. Gilbert Primary Park, Park Site No. 17, shall be used for park and open space purposes only unless the Grantor approves another use in accordance with the procedures in the Intergovernmental Agreement between Grantor and Grantee dated December 30, 1993.
2. The property shall be used, maintained and operated in accordance with the Neighborhood Parks Master Plan, Mid-Multnomah County, dated 1984, as approved by Multnomah County, the City of Portland and the City of Gresham.



GILBERT PRIMARY PARK  
Park Site No. 17  
Item 93-202  
November 17, 1993  
Page 2

This transfer is without monetary consideration

Dated this 30th day of December, 1993.



BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

By:

Beverly Stein  
BEVERLY STEIN, Chair

REVIEWED:

LAURENCE KRESSEL, County Counsel  
for Multnomah County, Oregon

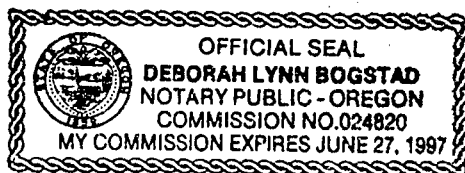
By:

John L. DuBay  
John L. DuBay

STATE OF OREGON                     )  
  ) ss.  
County of Multnomah                )

On this 30th day of December, 1993, A.D., before me, a Notary Public in and for the County and State, personally appeared Beverly Stein, to me personally known, Chair of the Board of County Commissioners of Multnomah County, Oregon, to sign official County documents and that the seal affixed to said instrument was signed and sealed on behalf of said County by authority of its Board of County Commissioners, and Beverly Stein acknowledged said instrument to be the free act and deed of said County.

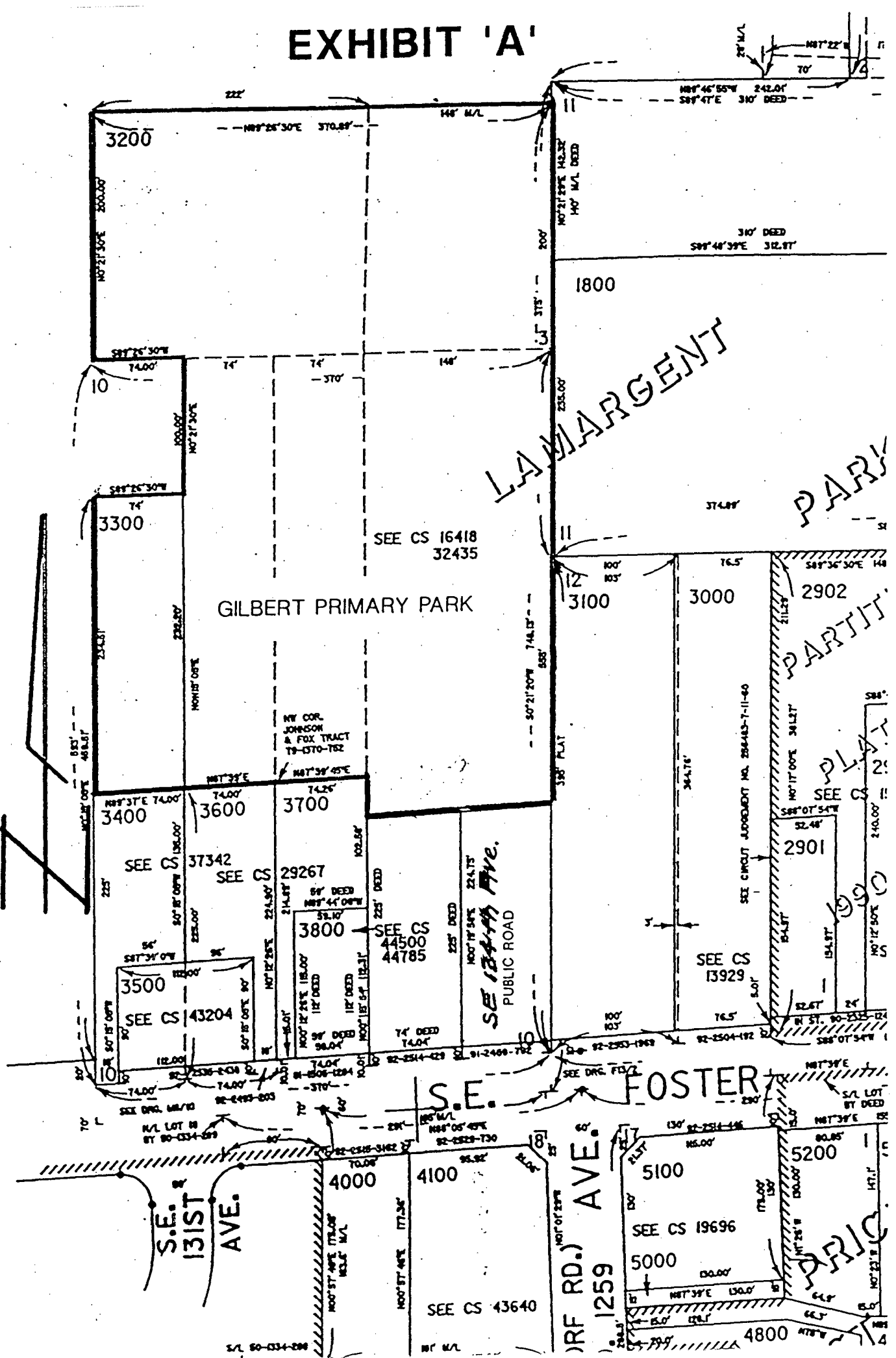
IN TESTIMONY WHEREOF, I have hereunto set my hand, affixed my official seal, the day and year first in this, my certificate, written.



Deborah Lynn Bogstad  
Notary Public for Oregon

My Commission Expires: 6/27/97







MEETING DATE: DEC 30 1993

AGENDA NO: R-4

(Above Space for Board Clerk's Use ONLY)

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AGENDA PLACEMENT FORM

SUBJECT: Transfer of 10 Multnomah County Neighborhood Parks to the City of Portland.

BOARD BRIEFING Date Requested: \_\_\_\_\_  
Amount of Time Needed: 5 minutes

REGULAR MEETING: Date Requested: \_\_\_\_\_  
Amount of Time Needed: 5 minutes

DEPARTMENT: Environmental Services DIVISION: Park Services

CONTACT: C. Ciecko/N. Chase TELEPHONE #: 248-5050  
BLDG/ROOM #: 425

PERSON(S) MAKING PRESENTATION: Charles Ciecko/Nancy Chase

ACTION REQUESTED:

[ ] INFORMATIONAL ONLY [ ] POLICY DIRECTION [X] APPROVAL [ ] OTHER

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

Approval is requested for an Intergovernmental Agreement and Board ORDER to transfer 10 neighborhood parks to the City of Portland in accordance with County policy and the Mid-Multnomah County Neighborhood Park Master Plan.

1/5/94 originals to Betsy Williams

SIGNATURES REQUIRED:

ELECTED OFFICIAL: ec

OR

DEPARTMENT MANAGER: Betsy H. Williams

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

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

BOARD OF  
COUNTY COMMISSIONERS  
1993 DEC 20 AM 10:53  
MULTNOMAH COUNTY  
OREGON





# MULTNOMAH COUNTY OREGON

DEPARTMENT OF ENVIRONMENTAL SERVICES  
PARKS SERVICES DIVISION  
1620 S.E. 190TH AVE.  
PORTLAND, OREGON 97233  
(503) 248-5050

BOARD OF COUNTY COMMISSIONERS  
BEVERLY STEIN • CHAIR OF THE BOARD  
DAN SALTZMAN • DISTRICT 1 COMMISSIONER  
GARY HANSEN • DISTRICT 2 COMMISSIONER  
TANYA COLLIER • DISTRICT 3 COMMISSIONER  
SHARRON KELLEY • DISTRICT 4 COMMISSIONER

## MEMORANDUM

TO: BOARD OF COUNTY COMMISSIONERS

FROM: Charles Ciecko *CC*

TODAY'S DATE: November 23, 1993

REQUESTED PLACEMENT DATE:

RE: Intergovernmental Agreement and Board Orders for the Transfer of  
10 Neighborhood Parks to the City of Portland.

### I. Recommendation/Action Requested:

Park Services Division requests that the Board of County Commissioners approve the I.G.A. and that the Chair of the Board of County Commissioners be authorized to execute the necessary Board Orders.

### II. Background/Analysis:

The I.G.A. with the City of Portland is necessary to satisfy the City's request that the neighborhood parks be transferred as soon as possible. The request is in accord with Multnomah County Resolution A.

### III. Financial Impact:

The Recreation fund will realize a savings of \$3,500 in addition to future sewer assessments and utility costs.



IV. Legal Issues:

This Agreement and Board order were drafted by County Counsel and is in accordance with County Resolution A. No legal issues are anticipated.

V. CONTROVERSIAL ISSUES:

None

VI. Link to Current County Policies:

This I.G.A. is consistent with Multnomah County Resolution A regarding the provision of services such as neighborhood parks and is consistent with the Neighborhood Park Master Plan - mid-Multnomah County.

VII. Citizen Participation:

The Neighborhood Park Master Plan-Mid Multnomah County adopted in 1984 was done in partnership with City of Portland and Gresham. The adoption of this plan involved intensive citizen participation.

VIII. Other Government Participation:

This transfer is at the request of Commissioner Charles Hale, City of Portland.



BEFORE THE BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

In the Matter of Conveying the County	)	
Park known as Lynchwood Park, Park Site	)	O R D E R
No. 26 to the City of Portland	)	93-400
	)	

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WHEREAS, by agreement dated December 30, 1993, between Multnomah County and the City of Portland, the County has agreed to convey certain County Parks within the City's urban services boundary to the City of Portland upon request, without payment of consideration; and

WHEREAS, the City of Portland requests transfer of Lynchwood Park, Park Site No. 26, in accordance with the terms of the agreement described above and the provisions of ORS 275.330.

NOW, THEREFORE, THE BOARD ORDERS:

1. The Board finds the transfer of Lynchwood Park, Park Site No. 26 to the City of Portland for park purposes is in the best interest of the public and is hereby approved.
2. The Chair is authorized to execute and deliver to the City of Portland a deed conveying without warranties the following described real property;

A parcel of land situated in the north one-half of Section 7, T1S, R3E, W.M., Multnomah County, Oregon, more particularly described as follows:

Commencing at a point on the north line of the Nathaniel Hamlin D.L.C. in Section 7, T1S, R3E, W.M., Multnomah County, Oregon, 2,644.45 feet; S 89°38'40" E of the northwest corner of said claim; thence S 00°06' E, 1,211.38 feet to a point in the centerline of Jenne Road; thence N 89°38'40" W, a distance of 193.00 feet to the point of beginning of the tract herein described; thence N 00°06' W, a distance of 121.45 feet; thence S 89°33'20" E, a distance of 33.00 feet; thence N 00°06' W, a distance of 75.00 feet; thence N 89°33'20" W, a distance of 13.00 feet; thence N 00°06' W, a distance of 148.75 feet to the northwest corner of SE Haig Street; thence S 89°33'20" E along the north right-of-way line thereof, a distance of 10.00 feet; thence N 00°06' W, a distance of 260.85 feet to a point on the south line of "TREELAND", a recorded plat, recorded December 5, 1958, in Book 1191, Page 40, Plat Records of Multnomah County, Oregon; thence N 89°38'02" W along said south line, a distance of 468.66 feet; thence S 00°04'40" E, a distance of 80.00 feet; thence N 89°38'40" W, a distance of 170.00 feet to a point on the east right-of-way line of SE 170th Avenue; thence S 00°04'40" E along said east right-of-way line, a distance of 526.00 feet to a point on the south line of that tract of land conveyed to Multnomah County by



LYNCHWOOD PARK  
Park Site No. 26  
Item 93-203  
November 18, 1993  
Page 2

deed recorded April 11, 1960, in Book 2003, Page 677, Deed Records of Multnomah County, Oregon; thence S 89°38'10" E along said south line and its easterly extension, a distance of 608.90 feet to the point of beginning.

Containing 8.46 acres, more or less.

3. The conveyance shall be subject to the following:

- a) The property shall be used for public purposes as a park or open space. Upon use of the property for any other purpose, the ownership shall automatically revert to Grantor without further action.
- b) The property shall be used, maintained and operated in accordance with the Neighborhood Parks Master Plan, Mid-Multnomah County, dated 1984, as approved by Multnomah County, the City of Portland and the City of Gresham.

Adopted this 30th day of December, 1993.



BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

By: \_\_\_\_\_

BEVERLY STEIN, Chair

REVIEWED:

LAURENCE KRESSEL  
County Counsel  
for Multnomah County, Oregon

\_\_\_\_\_  
John L. DuBay



LYNCHWOOD PARK  
Park Site No. 26  
Item 93-203  
November 17, 1993

BARGAIN AND SALE DEED

MULTNOMAH COUNTY, a political subdivision of the State of Oregon, Grantor, conveys to the CITY OF PORTLAND, a municipal corporation of the State of Oregon, GRANTEE, the real property described as follows:

A parcel of land situated in the north one-half of Section 7, T1S, R3E, W.M., Multnomah County, Oregon, more particularly described as follows:

Commencing at a point on the north line of the Nathaniel Hamlin D.L.C. in Section 7, T1S, R3E, W.M., Multnomah County, Oregon, 2,644.45 feet; S 89°38'40" E of the northwest corner of said claim; thence S 00°06' E, 1,211.38 feet to a point in the centerline of Jenne Road; thence N 89°38'40" W, a distance of 193.00 feet to the point of beginning of the tract herein described; thence N 00°06' W, a distance of 121.45 feet; thence S 89°33'20" E, a distance of 33.00 feet; thence N 00°06' W, a distance of 75.00 feet; thence N 89°33'20" W, a distance of 13.00 feet; thence N 00°06' W, a distance of 148.75 feet to the northwest corner of SE Haig Street; thence S 89°33'20" E along the north right-of-way line thereof, a distance of 10.00 feet; thence N 00°06' W, a distance of 260.85 feet to a point on the south line of "TREELAND", a recorded plat, recorded December 5, 1958, in Book 1191, Page 40, Plat Records of Multnomah County, Oregon; thence N 89°38'02" W along said south line, a distance of 468.66 feet; thence S 00°04'40" E, a distance of 80.00 feet; thence N 89°38'40" W, a distance of 170.00 feet to a point on the east right-of-way line of SE 170th Avenue; thence S 00°04'40" E along said east right-of-way line, a distance of 526.00 feet to a point on the south line of that tract of land conveyed to Multnomah County by deed recorded April 11, 1960, in Book 2003, Page 677, Deed Records of Multnomah County, Oregon; thence S 89°38'10" E along said south line and its easterly extension, a distance of 608.90 feet to the point of beginning.

Containing 8.46 acres, more or less.

As shown on attached map marked Exhibit A and hereby made a part of this document.

SUBJECT TO:

1. The property shall be used for public purposes as a park or open space. Upon use of the property for any other purpose, the ownership shall automatically revert to Grantor without further action.
2. The property shall be used, maintained and operated in accordance with the Neighborhood Parks Master Plan, Mid-Multnomah County, dated 1984, as approved by Multnomah County, the City of Portland and the City of Gresham.



LYNCHWOOD PARK  
Park Site No. 26  
Item 93-203  
November 17, 1993  
Page 2

This transfer is without monetary consideration

Dated this 30th day of December, 1993.



BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

By:

Beverly Stein  
BEVERLY STEIN, Chair

REVIEWED:

LAURENCE KRESSEL  
County Counsel  
for Multnomah County, Oregon

By:

John L. DuBay  
John L. DuBay

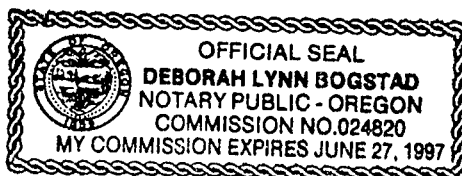
STATE OF OREGON

County of Multnomah

) ss.  
)  
)

On this 30th day of December, 1993, A.D., before me, a Notary Public in and for the County and State, personally appeared Beverly Stein, to me personally known, Chair of the Board of County Commissioners of Multnomah County, Oregon, to sign official County documents and that the seal affixed to said instrument was signed and sealed on behalf of said County by authority of its Board of County Commissioners, and Beverly Stein acknowledged said instrument to be the free act and deed of said County.

IN TESTIMONY WHEREOF, I have hereunto set my hand, affixed my official seal, the day and year first in this, my certificate, written.



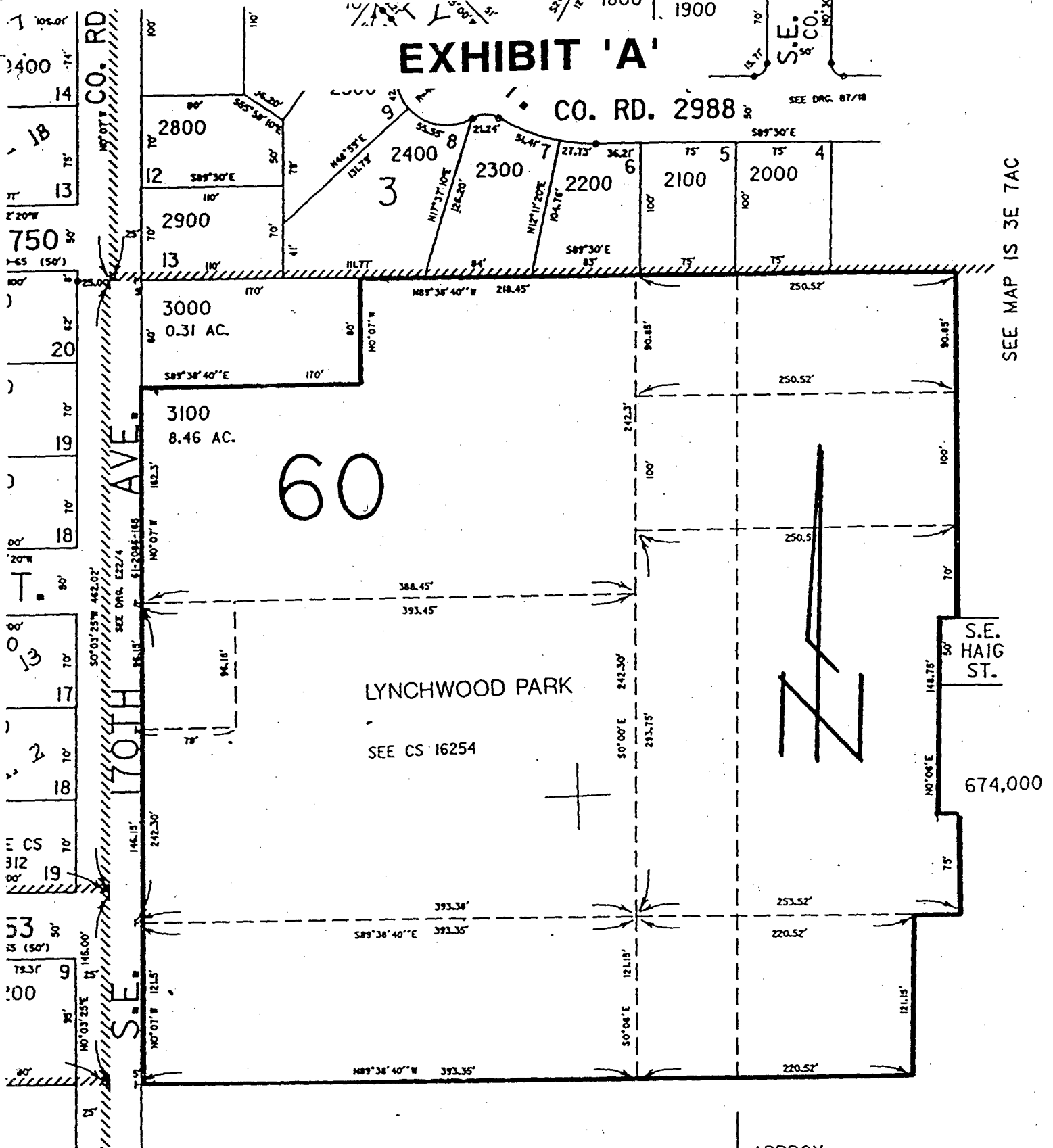
Deborah Lynn Bogstad  
Notary Public for Oregon

My Commission Expires: 6/27/97



# EXHIBIT 'A'

CO. RD. 2988



SEE MAP IS 3E 7AC

APPROX.

CEN. SEC.

MAP IS 3E 7CA

IS 3E 7BD

1993



MEETING DATE: \_\_\_\_\_

DEC 30 1993

AGENDA NO: \_\_\_\_\_

R-5

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Transfer of 10 Multnomah County Neighborhood Parks to the City of Portland.

BOARD BRIEFING Date Requested: \_\_\_\_\_

Amount of Time Needed: 5 minutes

REGULAR MEETING: Date Requested: \_\_\_\_\_

Amount of Time Needed: 5 minutes

DEPARTMENT: Environmental Services DIVISION: Park Services

CONTACT: C. Ciecko/N. Chase TELEPHONE #: 248-5050

BLDG/ROOM #: 425

PERSON(S) MAKING PRESENTATION: Charles Ciecko/Nancy Chase

ACTION REQUESTED:

[ ] INFORMATIONAL ONLY [ ] POLICY DIRECTION [X] APPROVAL [ ] OTHER

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

Approval is requested for an Intergovernmental Agreement and Board Order to transfer 10 neighborhood parks to the City of Portland in accordance with County policy and the Mid-Multnomah County Neighborhood Park Master Plan.

1/5/94 Originals to Betsy Williams

SIGNATURES REQUIRED:

ELECTED OFFICIAL: cc

OR

DEPARTMENT MANAGER: Betsy H Williams

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

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

BOARD OF  
COUNTY COMMISSIONERS  
1993 DEC 20 AM 10:53  
MULTNOMAH COUNTY  
OREGON





# MULTNOMAH COUNTY OREGON

DEPARTMENT OF ENVIRONMENTAL SERVICES  
PARKS SERVICES DIVISION  
1620 S.E. 190TH AVE.  
PORTLAND, OREGON 97233  
(503) 248-5050

BOARD OF COUNTY COMMISSIONERS  
BEVERLY STEIN • CHAIR OF THE BOARD  
DAN SALTZMAN • DISTRICT 1 COMMISSIONER  
GARY HANSEN • DISTRICT 2 COMMISSIONER  
TANYA COLLIER • DISTRICT 3 COMMISSIONER  
SHARRON KELLEY • DISTRICT 4 COMMISSIONER

## MEMORANDUM

TO: BOARD OF COUNTY COMMISSIONERS

FROM: Charles Ciecko *CC*

TODAY'S DATE: November 23, 1993

REQUESTED PLACEMENT DATE:

RE: Intergovernmental Agreement and Board Orders for the Transfer of  
10 Neighborhood Parks to the City of Portland.

I. Recommendation/Action Requested:

Park Services Division requests that the Board of County Commissioners approve the I.G.A. and that the Chair of the Board of County Commissioners be authorized to execute the necessary Board Orders.

II. Background/Analysis:

The I.G.A. with the City of Portland is necessary to satisfy the City's request that the neighborhood parks be transferred as soon as possible. The request is in accord with Multnomah County Resolution A.

III. Financial Impact:

The Recreation fund will realize a savings of \$3,500 in addition to future sewer assessments and utility costs.



IV. Legal Issues:

This Agreement and Board order were drafted by County Counsel and is in accordance with County Resolution A. No legal issues are anticipated.

V. CONTROVERSIAL ISSUES:

None

VI. Link to Current County Policies:

This I.G.A. is consistent with Multnomah County Resolution A regarding the provision of services such as neighborhood parks and is consistent with the Neighborhood Park Master Plan - mid-Multnomah County.

VII. Citizen Participation:

The Neighborhood Park Master Plan-Mid Multnomah County adopted in 1984 was done in partnership with City of Portland and Gresham. The adoption of this plan involved intensive citizen participation.

VIII. Other Government Participation:

This transfer is at the request of Commissioner Charles Hale, City of Portland.



BEFORE THE BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

In the Matter of Conveying the County )  
Park known as Lynchview Park, Park Site )  
No. 8 to the City of Portland )  
\_\_\_\_\_ )

O R D E R  
93-401

WHEREAS, by agreement dated December 30, 1993, between Multnomah County and the City of Portland, the County has agreed to convey certain County Parks within the City's urban services boundary to the City of Portland upon request, without payment of consideration; and

WHEREAS, the City of Portland requests transfer of Lynchview Park, Park Site No. 8, in accordance with the terms of the agreement described above and the provisions of ORS 275.330.

NOW, THEREFORE, THE BOARD ORDERS:

1. The Board finds the transfer of Lynchview Park, Park Site No. 8 to the City of Portland for park purposes is in the best interest of the public and is hereby approved.

2. The Chair is authorized to execute and deliver to the City of Portland a deed conveying without warranties the following described real property;

A parcel of land situated in the southwest one-quarter of Section 6, T1S, R3E, W.M., Multnomah County, Oregon, described as follows:

That part of the northwest one-quarter of the north one-half of the north one-half of the southwest one-quarter of said Section 6, which lies east of the northerly projection of the west right-of-way line of SE 164th Avenue, as plotted in TOWNHOUSE VILLA.

Containing 7.7 acres, more or less.

3. The conveyance shall be subject to the following:

- a) Lynchview Park, Park Site No. 8, shall be used for park and open space purposes only unless the Grantor approves another use in accordance with the procedures in the Intergovernmental Agreement between Grantor and Grantee dated December 30, 1993.
- b) The property is subject to the terms and conditions of the Federal Land and Water Conservation Fund Act. Any change of use to other than outdoor recreation may result in penalties in accordance with the above Federal Act.
- c) The property shall be used, maintained and operated in accordance with the Neighborhood Parks Master Plan, Mid-Multnomah County, dated 1984, as approved by Multnomah County, the City of Portland and the City of Gresham.



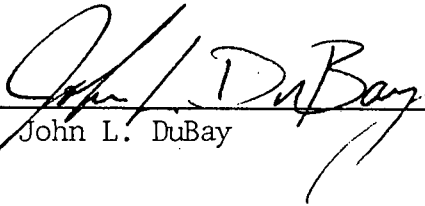
LYNCHVIEW PARK  
Park Site No. 8  
Item 93-204  
November 18, 1993  
Page 2

Adopted this 30th day of December, 1993.



REVIEWED:

LAURENCE KRESSEL  
County Counsel  
for Multnomah County, Oregon

  
John L. DuBay

BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

By: 

BEVERLY STEIN, Chair



LYNCHVIEW PARK  
Park Site No. 8  
Item 93-204  
November 18, 1993

BARGAIN AND SALE DEED

MULTNOMAH COUNTY, a political subdivision of the State of Oregon, Grantor, conveys to the CITY OF PORTLAND, a municipal corporation of the State of Oregon, GRANTEE, the real property described as follows:

A parcel of land situated in the southwest one-quarter of Section 6, T1S, R3E, W.M., Multnomah County, Oregon, described as follows:

That part of the northwest one-quarter of the north one-half of the north one-half of the southwest one-quarter of said Section 6, which lies east of the northerly projection of the west right-of-way line of SE 164th Avenue, as plotted in TOWNHOUSE VILLA.

Containing 7.7 acres, more or less.

As shown on the attached map marked Exhibit A, and hereby made a part of this document.

SUBJECT TO:

1. Lynchview Park, Park Site No. 8, shall be used for park and open space purposes only unless the Grantor approves another use in accordance with the procedures in the Intergovernmental Agreement between Grantor and Grantee dated December 30, 1993.
2. The property shall be used, maintained and operated in accordance with the Neighborhood Parks Master Plan, Mid-Multnomah County, dated 1984, as approved by Multnomah County, the City of Portland and the City of Gresham.
3. The property is subject to the terms and conditions of the Federal Land and Water Conservation Fund Act. Any change of use to other than outdoor recreation may result in penalties in accordance with the Federal Act.

This transfer is without monetary consideration

Dated 30th day of December, 1993.



BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

By:

Beverly Stein  
BEVERLY STEIN, Chair

LAURENCE KRESSEL  
County Counsel  
for Multnomah County, Oregon

By:

John L. DuBay  
John L. DuBay

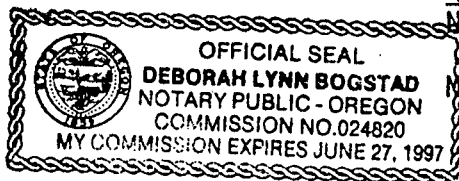


LYNCHVIEW PARK  
Park Site No. 8  
Item 93-204  
November 17, 1993  
Page 2

STATE OF OREGON                     )  
  ) ss.  
County of Multnomah                )

On this 30th day of December, 1993, A.D., before me, a Notary Public in and for the County and State, personally appeared Beverly Stein, to me personally known, Chair of the Board of County Commissioners of Multnomah County, Oregon, to sign official County documents and that the seal affixed to said instrument was signed and sealed on behalf of said County by authority of its Board of County Commissioners, and Beverly Stein acknowledged said instrument to be the free act and deed of said County.

IN TESTIMONY WHEREOF, I have hereunto set my hand, affixed my official seal, the day and year first in this, my certificate, written.



Deborah Lynn Bogstad  
Notary Public for Oregon

My Commission Expires: 6/27/97



# EXHIBIT 'A'

NW1/4 SW1/4 SEC.6 T.1S. R.3E. W.M.  
MULTNOMAH COUNTY

1" = 100'

SEE MAP IS 3E 6BC

S/L GRUBER PARK

S/L LAUK MEADOW

58°56'50"E 1000.23'

58°56'50"W 331.53'

100  
7.62 AC.

SEE CS 11014

LYNCHVIEW PARK  
SEE CS 37573

LOT 40.82

N89°49'54"W

1000.63'

50°07'14"W 331.24' SUR.  
50°11'40"E 331.6' SUR.

S.E. 164TH AVE.

S.E. 167TH AVE.

800	900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000
1	2	3	4	5	6	7	8	9	10	11	12	13

MILL

CO. RD. 2208 (50')

SEE DRG. F10/8

ST.

N89°52'45"E

7-6-55

331.4' 331.56' 50'



MEETING DATE: DEC 30 1993

AGENDA NO: R-6

(Above Space for Board Clerk's Use ONLY)

-----  
AGENDA PLACEMENT FORM

SUBJECT: Transfer of 10 Multnomah County Neighborhood Parks to the City of Portland.

BOARD BRIEFING Date Requested: \_\_\_\_\_  
Amount of Time Needed: 5 minutes

REGULAR MEETING: Date Requested: \_\_\_\_\_  
Amount of Time Needed: 5 minutes

DEPARTMENT: Environmental Services DIVISION: Park Services

CONTACT: C. Ciecko/N. Chase TELEPHONE #: 248-5050  
BLDG/ROOM #: 425

PERSON(S) MAKING PRESENTATION: Charles Ciecko/Nancy Chase

ACTION REQUESTED:

[ ] INFORMATIONAL ONLY [ ] POLICY DIRECTION [X] APPROVAL [ ] OTHER

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

Approval is requested for an Intergovernmental Agreement and Board ORDER to transfer 10 neighborhood parks to the City of Portland in accordance with County policy and the Mid-Multnomah County Neighborhood Park Master Plan.

1/5/94 originals to Betsy Williams

SIGNATURES REQUIRED:

ELECTED OFFICIAL: ec

OR

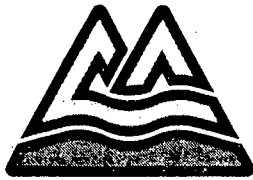
DEPARTMENT MANAGER: Betsy H Williams

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

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

BOARD OF  
COUNTY COMMISSIONERS  
1993 DEC 20 AM 10:53  
MULTNOMAH COUNTY  
OREGON





# MULTNOMAH COUNTY OREGON

DEPARTMENT OF ENVIRONMENTAL SERVICES  
PARKS SERVICES DIVISION  
1620 S.E. 190TH AVE.  
PORTLAND, OREGON 97233  
(503) 248-5050

BOARD OF COUNTY COMMISSIONERS  
BEVERLY STEIN • CHAIR OF THE BOARD  
DAN SALTZMAN • DISTRICT 1 COMMISSIONER  
GARY HANSEN • DISTRICT 2 COMMISSIONER  
TANYA COLLIER • DISTRICT 3 COMMISSIONER  
SHARRON KELLEY • DISTRICT 4 COMMISSIONER

## MEMORANDUM

TO: BOARD OF COUNTY COMMISSIONERS

FROM: Charles Ciecko *Ck*

TODAY'S DATE: November 23, 1993

REQUESTED PLACEMENT DATE:

RE: Intergovernmental Agreement and Board Orders for the Transfer of  
10 Neighborhood Parks to the City of Portland.

### I. Recommendation/Action Requested:

Park Services Division requests that the Board of County Commissioners approve the I.G.A. and that the Chair of the Board of County Commissioners be authorized to execute the necessary Board Orders.

### II. Background/Analysis:

The I.G.A. with the City of Portland is necessary to satisfy the City's request that the neighborhood parks be transferred as soon as possible. The request is in accord with Multnomah County Resolution A.

### III. Financial Impact:

The Recreation fund will realize a savings of \$3,500 in addition to future sewer assessments and utility costs.



IV. Legal Issues:

This Agreement and Board order were drafted by County Counsel and is in accordance with County Resolution A. No legal issues are anticipated.

V. CONTROVERSIAL ISSUES:

None

VI. Link to Current County Policies:

This I.G.A. is consistent with Multnomah County Resolution A regarding the provision of services such as neighborhood parks and is consistent with the Neighborhood Park Master Plan - mid-Multnomah County.

VII. Citizen Participation:

The Neighborhood Park Master Plan-Mid Multnomah County adopted in 1984 was done in partnership with City of Portland and Gresham. The adoption of this plan involved intensive citizen participation.

VIII. Other Government Participation:

This transfer is at the request of Commissioner Charles Hale, City of Portland.



BEFORE THE BOARD OF COUNTY COMMISSIONERS

FOR MULTNOMAH COUNTY, OREGON

In the Matter of Conveying the County )  
Park known as North Powellhurst Park, Park )  
Site No. 6 to the City of Portland )  
\_\_\_\_\_ )

O R D E R  
93-402

WHEREAS, by agreement dated December 30, 1993, between Multnomah County and the City of Portland, the County has agreed to convey certain County Parks within the City's urban services boundary to the City of Portland upon request, without payment of consideration; and

WHEREAS, the City of Portland requests transfer of North Powellhurst Park, Park Site No. 6 in accordance with the terms of the agreement described above and the provisions of ORS 275.330.

NOW, THEREFORE, THE BOARD ORDERS:

1. The Board finds the transfer of North Powellhurst Park, Park Site No. 6 to the City of Portland for park purposes is in the best interest of the public and is hereby approved.
2. The Chair is authorized to execute and deliver to the City of Portland a deed conveying without warranties the following described real property;

A portion of Lots 27 and 28, TAYLOR'S SUBDIVISION, a recorded plat, recorded February 3, 1902, in Book 271, Page 35, Plat Records of Multnomah County, Oregon, situated in the northeast one-quarter of Section 2, T1S, R2E, W.M., Multnomah County, Oregon, more particularly described as follows:

Parcel I

Beginning at the southeast corner of the north one-half of said Lot 27; thence S 89°33' W along the south line of said north one-half, a distance of 361.00 feet; thence S 00°09'40" E, a distance of 169.20 feet to a point on the south line of said Lot 27; thence S 89°33' W along said south line, a distance of 83.53 feet; thence N 00°09'40" W, a distance of 169.20 feet to said south line of the north one-half of Lot 27; thence S 89°33' W along said south line, a distance of 95.12 feet; thence N 00°14' W, a distance of 134.63 feet to the northeast corner of Lot 2, KENADA ADDITION, a recorded plat recorded August 10, 1956, in Book 1189, Page 36, Plat Records of Multnomah County, Oregon; thence S 89°47' W along the north line of said Lot 2, a distance of 90.00 feet to a point on the east right-of-way line of SE 135th Avenue, 25.00 feet easterly, when measured at right angles, of the centerline thereof; thence N 00°14' W along said east right-of-way line, a distance of 84.63 feet to a point on the south line of REEVE ADDITION a recorded plat, recorded April 7, 1950, in Book 1182, Page 37, Plat Records of Multnomah County, Oregon; thence N 89°47' E along said south line, a distance of



NORTH POWELLHURST PARK

Park Site No. 6

Item 93-205

November 18, 1993

Page 2

629.47 feet to a point on the east line of said Lot 28; thence S 00°12'10" E, along the east line of said Lots 27 and 28, a distance of 217.05 feet to the point of beginning.

Containing 3.18 acres, more or less.

Parcel II

A portion of Lots 1-6, Block 7, HOOD ACRES PLAT NO. 2, a recorded plat recorded November 7, 1923, in Book 921, Page 52, Plat Records of Multnomah County, Oregon, situated in the northeast one-quarter of Section 2, T1S, R2E, W.M., Multnomah County, Oregon, more particularly described as follows:

Beginning at the northwest corner of said Lot 1; thence N 89°48'10" E, along the south right-of-way line of SE Main Street, 20.00 feet southerly, when measured at right angles, of the centerline thereof, a distance of 100.00 feet; thence S 00°09'40" E, a distance of 225.90 feet to a point on the north line of said Lot 4; thence N 89°47'30" E along said north line, a distance of 68.42 feet; thence S 00°11'40" E, a distance of 150.60 feet to the north line of said Lot 6; thence S 89°47'30" W along said north line, a distance of 68.49 feet; thence S 00°09'40" E, a distance of 75.30 feet to a point in the south line of said Lot 6; thence S 89°47'10" W along said south line, a distance of 100.00 feet to the southwest corner of said Lot 6; thence N 00°09'40" W along the west line of said HOOD ACRES, a distance of 451.83 feet the point of beginning.

Containing 1.27 acres, more or less.

3. The conveyance shall be subject to the following:

- a) North Powellhurst Park, Park Site No. 6, shall be used for park and open space purposes only unless the Grantor approves another use in accordance with the procedures in the Intergovernmental Agreement between Grantor and Grantee dated December 30, 1993.
- b) The property shall be used, maintained and operated in accordance with the Neighborhood Parks Master Plan, Mid-Multnomah County, dated 1984, as approved by Multnomah County, the City of Portland and the City of Gresham.



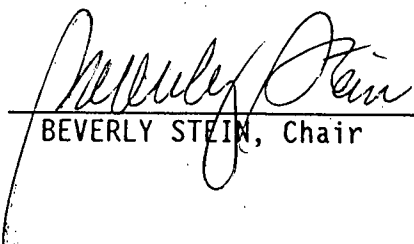
NORTH POWELLHURST PARK  
Park Site No. 6  
Item 93-205  
November 18, 1993  
Page 3

Adopted this 30th day of December, 1993.



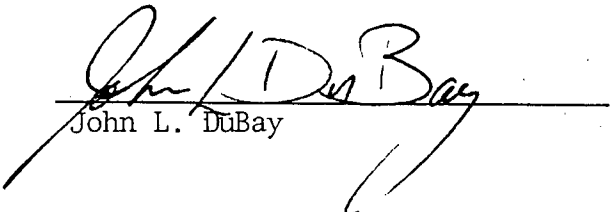
BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

By:

  
BEVERLY STEIN, Chair

REVIEWED:

LAURENCE KRESSEL  
County Counsel  
for Multnomah County, Oregon

  
John L. DuBay



NORTH POWELLHURST PARK  
Park Site No. 6  
Item 93-205  
November 17, 1993

### BARGAIN AND SALE DEED

MULTNOMAH COUNTY, a political subdivision of the State of Oregon, Grantor, conveys to the CITY OF PORTLAND, a municipal corporation of the State of Oregon, GRANTEE, the real property described as follows:

A portion of Lots 27 and 28, TAYLOR'S SUBDIVISION, a recorded plat, recorded February 3, 1902, in Book 271, Page 35, Plat Records of Multnomah County, Oregon, situated in the northeast one-quarter of Section 2, T1S, R2E, W.M., Multnomah County, Oregon, more particularly described as follows:

#### Parcel I

Beginning at the southeast corner of the north one-half of said Lot 27; thence S 89°33' W along the south line of said north one-half, a distance of 361.00 feet; thence S 00°09'40" E, a distance of 169.20 feet to a point on the south line of said Lot 27; thence S 89°33' W along said south line, a distance of 83.53 feet; thence N 00°09'40" W, a distance of 169.20 feet to said south line of the north one-half of Lot 27; thence S 89°33' W along said south line, a distance of 95.12 feet; thence N 00°14' W, a distance of 134.63 feet to the northeast corner of Lot 2, KENADA ADDITION, a recorded plat recorded August 10, 1956, in Book 1189, Page 36, Plat Records of Multnomah County, Oregon; thence S 89°47' W along the north line of said Lot 2, a distance of 90.00 feet to a point on the east right-of-way line of SE 135th Avenue, 25.00 feet easterly, when measured at right angles, of the centerline thereof; thence N 00°14' W along said east right-of-way line, a distance of 84.63 feet to a point on the south line of REEVE ADDITION a recorded plat, recorded April 7, 1950, in Book 1182, Page 37, Plat Records of Multnomah County, Oregon; thence N 89°47' E along said south line, a distance of 629.47 feet to a point on the east line of said Lot 28; thence S 00°12'10" E, along the east line of said Lots 27 and 28, a distance of 217.05 feet to the point of beginning.

Containing 3.18 acres, more or less.

As shown on the attached map marked Exhibit A and hereby made a part of this document.

#### Parcel II

A portion of Lots 1-6, Block 7, HOOD ACRES PLAT NO. 2, a recorded plat recorded November 7, 1923, in Book 921, Page 52, Plat Records of Multnomah County, Oregon, situated in the northeast one-quarter of Section 2, T1S, R2E, W.M., Multnomah County, Oregon, more particularly described as follows:



NORTH POWELLHURST PARK  
Park Site No. 6  
Item 93-205  
November 17, 1993  
Page 2

Beginning at the northwest corner of said Lot 1; thence N 89°48'10" E, along the south right-of-way line of SE Main Street, 20.00 feet southerly, when measured at right angles, of the centerline thereof, a distance of 100.00 feet; thence S 00°09'40" E, a distance of 225.90 feet to a point on the north line of said Lot 4; thence N 89°47'30" E along said north line, a distance of 68.42 feet; thence S 00°11'40" E, a distance of 150.60 feet to the north line of said Lot 6; thence S 89°47'30" W along said north line, a distance of 68.49 feet; thence S 00°09'40" E, a distance of 75.30 feet to a point in the south line of said Lot 6; thence S 89°47'10" W along said south line, a distance of 100.00 feet to the southwest corner of said Lot 6; thence N 00°09'40" W along the west line of said HOOD ACRES, a distance of 451.83 feet the point of beginning.

Containing 1.27 acres, more or less.

As shown on attached map marked Exhibit A, and hereby made a part of this document.

SUBJECT TO:

1. North Powellhurst Park, Park Site No. 6, shall be used for park and open space purposes only unless the Grantor approves another use in accordance with the procedures in the Intergovernmental Agreement between Grantor and Grantee dated December 30, 1993.
2. The property shall be used, maintained and operated in accordance with the Neighborhood Parks Master Plan, Mid-Multnomah County, dated 1984, as approved by Multnomah County, the City of Portland and the City of Gresham.

This transfer is without monetary consideration

Dated this 30th day of December, 1993.



LAURENCE KRESSEL  
County Counsel  
for Multnomah County, Oregon

*John L. DuBay*  
John L. DuBay

BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

By: *Beverly Stein*

BEVERLY STEIN, Chair

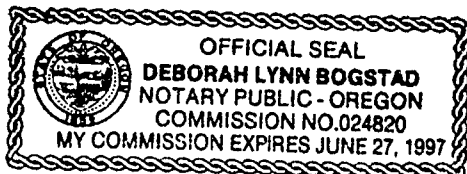


NORTH POWELLHURST PARK  
Park Site No. 6  
Item 93-205  
November 17, 1993  
Page 3

STATE OF OREGON                    )  
  ) ss.  
County of Multnomah            )

On this 30th day of December, 1993, A.D., before me, a Notary Public in and for the County and State, personally appeared Beverly Stein, to me personally known, Chair of the Board of County Commissioners of Multnomah County, Oregon, to sign official County documents and that the seal affixed to said instrument was signed and sealed on behalf of said County by authority of its Board of County Commissioners, and Beverly Stein acknowledged said instrument to be the free act and deed of said County.

IN TESTIMONY WHEREOF, I have hereunto set my hand, affixed my official seal, the day and year first in this, my certificate, written.



Deborah Lynn Bogstad  
Notary Public for Oregon

My Commission Expires: 6/27/97



# EXHIBIT 'A'

(GLENDOVEE)

CO. RD. 1102

139TH AVE.

N. POWELLHURST PARK

N. POWELLHURST PARK

MAIN ST.

003

SUB.

152E2AC

SEE CS 6555

SEE CS 16253

SEE CS 12748

CO. RD. 4923 S.E.

SEE CS 27553

SEE CS 28410

SEE CS 9708

SEE CS 44322

SEE CS 20276

KENADA

REPL.

TAYLOR

TAYLOR

ARTITION

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MEETING DATE: DEC 30 1993

AGENDA NO: R-7

(Above Space for Board Clerk's Use ONLY)

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AGENDA PLACEMENT FORM

SUBJECT: Transfer of 10 Multnomah County Neighborhood Parks to the City of Portland.

BOARD BRIEFING Date Requested: \_\_\_\_\_

Amount of Time Needed: 5 minutes

REGULAR MEETING: Date Requested: \_\_\_\_\_

Amount of Time Needed: 5 minutes

DEPARTMENT: Environmental Services DIVISION: Park Services

CONTACT: C. Ciecko/N. Chase TELEPHONE #: 248-5050  
BLDG/ROOM #: 425

PERSON(S) MAKING PRESENTATION: Charles Ciecko/Nancy Chase

ACTION REQUESTED:

[ ] INFORMATIONAL ONLY [ ] POLICY DIRECTION [X] APPROVAL [ ] OTHER

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

Approval is requested for an Intergovernmental Agreement and Board Order to transfer 10 neighborhood parks to the City of Portland in accordance with County policy and the Mid-Multnomah County Neighborhood Park Master Plan.

1/5/94 originals to Patsy Williams

SIGNATURES REQUIRED:

ELECTED OFFICIAL: cc

OR

DEPARTMENT MANAGER: Betsy H. Williams

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

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

BOARD OF  
COUNTY COMMISSIONERS  
1993 DEC 20 AM 10:53  
MULTNOMAH COUNTY  
OREGON





# MULTNOMAH COUNTY OREGON

DEPARTMENT OF ENVIRONMENTAL SERVICES  
PARKS SERVICES DIVISION  
1620 S.E. 190TH AVE.  
PORTLAND, OREGON 97233  
(503) 248-5050

BOARD OF COUNTY COMMISSIONERS  
BEVERLY STEIN • CHAIR OF THE BOARD  
DAN SALTZMAN • DISTRICT 1 COMMISSIONER  
GARY HANSEN • DISTRICT 2 COMMISSIONER  
TANYA COLLIER • DISTRICT 3 COMMISSIONER  
SHARRON KELLEY • DISTRICT 4 COMMISSIONER

## MEMORANDUM

TO: BOARD OF COUNTY COMMISSIONERS

FROM: Charles Ciecko *CC*

TODAY'S DATE: November 23, 1993

REQUESTED PLACEMENT DATE:

RE: Intergovernmental Agreement and Board Orders for the Transfer of  
10 Neighborhood Parks to the City of Portland.

### I. Recommendation/Action Requested:

Park Services Division requests that the Board of County Commissioners approve the I.G.A. and that the Chair of the Board of County Commissioners be authorized to execute the necessary Board Orders.

### II. Background/Analysis:

The I.G.A. with the City of Portland is necessary to satisfy the City's request that the neighborhood parks be transferred as soon as possible. The request is in accord with Multnomah County Resolution A.

### III. Financial Impact:

The Recreation fund will realize a savings of \$3,500 in addition to future sewer assessments and utility costs.



IV. Legal Issues:

This Agreement and Board order were drafted by County Counsel and is in accordance with County Resolution A. No legal issues are anticipated.

V. CONTROVERSIAL ISSUES:

None

VI. Link to Current County Policies:

This I.G.A. is consistent with Multnomah County Resolution A regarding the provision of services such as neighborhood parks and is consistent with the Neighborhood Park Master Plan - mid-Multnomah County.

VII. Citizen Participation:

The Neighborhood Park Master Plan-Mid Multnomah County adopted in 1984 was done in partnership with City of Portland and Gresham. The adoption of this plan involved intensive citizen participation.

VIII. Other Government Participation:

This transfer is at the request of Commissioner Charles Hale, City of Portland.



BEFORE THE BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

In the Matter of Conveying the County  
Park known as Lincoln Park, Park Site  
No. 16 to the City of Portland

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O R D E R  
93-403

WHEREAS, by agreement dated December 30, 1993, between Multnomah County and the City of Portland, the County has agreed to convey certain County Parks within the City's urban services boundary to the City of Portland upon request, without payment of consideration; and

WHEREAS, the City of Portland requests transfer of Lincoln Park, Park Site No. 16 in accordance with the terms of the agreement described above and the provisions of ORS 275.330.

NOW, THEREFORE, THE BOARD ORDERS:

1. The Board finds the transfer of Lincoln Park, Park Site No. 16 to the City of Portland for park purposes is in the best interest of the public and is hereby approved.
2. The Chair is authorized to execute and deliver to the City of Portland a deed conveying without warranties the following described real property;

A portion of Lots 10 and 11, TAYLOR'S SUBDIVISION, a recorded plat, recorded February 3, 1902, in Book 271, Page 35, Plat Records of Multnomah County, Oregon, situated in the southeast one-quarter of Section 2, T1S, R2E, W.M., Multnomah County, Oregon, more particularly described as follows:

Beginning at the intersection of the south right-of-way line of SE Mill Street, County Road No. 3676, 30.00 feet southerly, when measured at right angles, of the centerline thereof, and the west right-of-way line of SE 135th Avenue, 30.00 feet westerly, when measured at right angles, of the centerline thereof; thence S 89°43'20" W along said south right-of-way line, a distance of 636.34 feet to a point on the west line of said Lot 10; thence S 00°10'20" E along said west line of Lot 10 and the west line of Lot 11, a distance of 485.75 feet to southwest corner of said Lot 11; thence N 89°43'20" E along the south line of said Lot 11, a distance of 487.12 feet; thence N 00°15'50" W, a distance of 123.00 feet; thence N 89°43'20" E, a distance of 150.00 feet to a point on said west right-of-way line of SE 135th Avenue; thence N 00°15'50" W along said right-of-way line, a distance of 362.75 feet to the point of beginning.

Contains 6.68 acres, more or less.



LINCOLN PARK  
Park Site No. 16  
Item 93-206  
November 18, 1993  
Page 2

3. The conveyance shall be subject to the following:

- a) The property shall be used for public purposes as a park or open space. Upon use of the property for any other purpose, the ownership shall automatically revert to Grantor without further action.
- b) The property shall be used, maintained and operated in accordance with the Neighborhood Parks Master Plan, Mid-Multnomah County, dated 1984, as approved by Multnomah County, the City of Portland and the City of Gresham.

Adopted this 30th day of December, 1993.

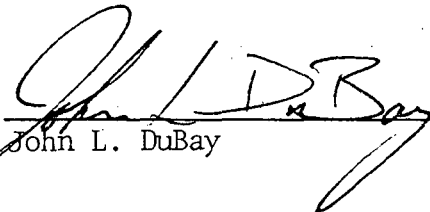


BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

By:   
BEVERLY STEIN, Chair

REVIEWED:

LAURENCE KRESSEL  
County Counsel  
for Multnomah County, Oregon

  
John L. DuBay



LINCOLN PARK  
Park Site No. 16  
Item 93-206  
November 17, 1993

BARGAIN AND SALE DEED

MULTNOMAH COUNTY, a political subdivision of the State of Oregon, Grantor, conveys to the CITY OF PORTLAND, a municipal corporation of the State of Oregon, GRANTEE, the real property described as follows:

A portion of Lots 10 and 11, TAYLOR'S SUBDIVISION, a recorded plat, recorded February 3, 1902, in Book 271, Page 35, Plat Records of Multnomah County, Oregon, situated in the southeast one-quarter of Section 2, T1S, R2E, W.M., Multnomah County, Oregon, more particularly described as follows:

Beginning at the intersection of the south right-of-way line of SE Mill Street, County Road No. 3676, 30.00 feet southerly, when measured at right angles, of the centerline thereof, and the west right-of-way line of SE 135th Avenue, 30.00 feet westerly, when measured at right angles, of the centerline thereof; thence S 89°43'20" W along said south right-of-way line, a distance of 636.34 feet to a point on the west line of said Lot 10; thence S 00°10'20" E along said west line of Lot 10 and the west line of Lot 11, a distance of 485.75 feet to southwest corner of said Lot 11; thence N 89°43'20" E along the south line of said Lot 11, a distance of 487.12 feet; thence N 00°15'50" W, a distance of 123.00 feet; thence N 89°43'20" E, a distance of 150.00 feet to a point on said west right-of-way line of SE 135th Avenue; thence N 00°15'50" W along said right-of-way line, a distance of 362.75 feet to the point of beginning.

Contains 6.68 acres, more or less.

As shown on the attached map marked Exhibit A and hereby made a part of this document.

SUBJECT TO:

1. The property shall be used for public purposes as a park or open space. Upon use of the property for any other purpose, the ownership shall automatically revert to Grantor without further action.
2. The property shall be used, maintained and operated in accordance with the Neighborhood Parks Master Plan, Mid-Multnomah County, dated 1984, as approved by Multnomah County, the City of Portland and the City of Gresham.



LINCOLN PARK  
Park Site No. 16  
Item 93-206  
November 17, 1993  
Page 2

This transfer is without monetary consideration

Dated this 30th day of December, 1993.



BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

By:

Beverly Stein  
BEVERLY STEIN, Chair

REVIEWED:

LAURENCE KRESSEL  
County Counsel  
for Multnomah County, Oregon

By:

John L. DuBay  
John L. DuBay

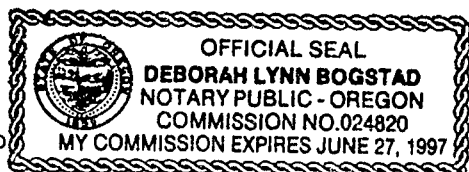
STATE OF OREGON )

) ss.

County of Multnomah )

On this 30th day of December, 1993, A.D., before me, a Notary Public in and for the County and State, personally appeared Beverly Stein, to me personally known, Chair of the Board of County Commissioners of Multnomah County, Oregon, to sign official County documents and that the seal affixed to said instrument was signed and sealed on behalf of said County by authority of its Board of County Commissioners, and Beverly Stein acknowledged said instrument to be the free act and deed of said County.

IN TESTIMONY WHEREOF, I have hereunto set my hand, affixed my official seal, the day and year first in this, my certificate, written.



Deborah Lynn Bogstad  
Notary Public for Oregon

My Commission Expires: 6/27/97



EXHIBIT 'A'

8500

363

SEE CS 8246

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8100

8200

8400

8300

JABS'

ADDITION

INITIAL POINT

(TAYLOR AVE.)

S.E.

189°43'20"E 323.15'

MILL

CO. RD. 3676

(60') 5-11-67

66-483-721

SEE DRC. E24/6

66-475-359

7900

7800

SEE CS 16302

SEE CS 24165

TAYLOR'S

LINCOLN PARK

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SEE MAP IS 2E 2CA

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7700

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SEE MAP

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S.E. 135TH

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MEETING DATE: DEC 30 1993

AGENDA NO: R-8

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Transfer of 10 Multnomah County Neighborhood Parks to the City of Portland.

BOARD BRIEFING Date Requested: \_\_\_\_\_

Amount of Time Needed: 5 minutes

REGULAR MEETING: Date Requested: \_\_\_\_\_

Amount of Time Needed: 5 minutes

DEPARTMENT: Environmental Services DIVISION: Park Services

CONTACT: C. Ciecko/N. Chase TELEPHONE #: 248-5050  
BLDG/ROOM #: 425

PERSON(S) MAKING PRESENTATION: Charles Ciecko/Nancy Chase

ACTION REQUESTED:

[ ] INFORMATIONAL ONLY [ ] POLICY DIRECTION [X] APPROVAL [ ] OTHER

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

Approval is requested for an Intergovernmental Agreement and Board Order to transfer 10 neighborhood parks to the City of Portland in accordance with County policy and the Mid-Multnomah County Neighborhood Park Master Plan.

1/5/94 originals to Betsy Williams

SIGNATURES REQUIRED:

ELECTED OFFICIAL: cc

OR

DEPARTMENT MANAGER: Betsy H Williams

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

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

BOARD OF  
COUNTY COMMISSIONERS  
1993 DEC 20 AM 10:53  
MULTNOMAH COUNTY  
OREGON





# MULTNOMAH COUNTY OREGON

DEPARTMENT OF ENVIRONMENTAL SERVICES  
PARKS SERVICES DIVISION  
1620 S.E. 190TH AVE.  
PORTLAND, OREGON 97233  
(503) 248-5050

BOARD OF COUNTY COMMISSIONERS  
BEVERLY STEIN • CHAIR OF THE BOARD  
DAN SALTZMAN • DISTRICT 1 COMMISSIONER  
GARY HANSEN • DISTRICT 2 COMMISSIONER  
TANYA COLLIER • DISTRICT 3 COMMISSIONER  
SHARRON KELLEY • DISTRICT 4 COMMISSIONER

## MEMORANDUM

TO: BOARD OF COUNTY COMMISSIONERS

FROM: Charles Ciecko *CC*

TODAY'S DATE: November 23, 1993

REQUESTED PLACEMENT DATE:

RE: Intergovernmental Agreement and Board Orders for the Transfer of  
10 Neighborhood Parks to the City of Portland.

I. Recommendation/Action Requested:

Park Services Division requests that the Board of County Commissioners approve the I.G.A. and that the Chair of the Board of County Commissioners be authorized to execute the necessary Board Orders.

II. Background/Analysis:

The I.G.A. with the City of Portland is necessary to satisfy the City's request that the neighborhood parks be transferred as soon as possible. The request is in accord with Multnomah County Resolution A.

III. Financial Impact:

The Recreation fund will realize a savings of \$3,500 in addition to future sewer assessments and utility costs.



IV. Legal Issues:

This Agreement and Board order were drafted by County Counsel and is in accordance with County Resolution A. No legal issues are anticipated.

V. CONTROVERSIAL ISSUES:

None

VI. Link to Current County Policies:

This I.G.A. is consistent with Multnomah County Resolution A regarding the provision of services such as neighborhood parks and is consistent with the Neighborhood Park Master Plan - mid-Multnomah County.

VII. Citizen Participation:

The Neighborhood Park Master Plan-Mid Multnomah County adopted in 1984 was done in partnership with City of Portland and Gresham. The adoption of this plan involved intensive citizen participation.

VIII. Other Government Participation:

This transfer is at the request of Commissioner Charles Hale, City of Portland.



BEFORE THE BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

In the Matter of Conveying the County )  
Park known as Gilbert Heights Park, Park )  
Site No. 11 to the City of Portland )  
\_\_\_\_\_ )

O R D E R  
93-404

WHEREAS, by agreement dated December 30, 1993, between Multnomah County and the City of Portland, the County has agreed to convey certain County Parks within the City's urban services boundary to the City of Portland upon request, without payment of consideration; and

WHEREAS, the City of Portland requests transfer of Gilbert Heights Park, Park Site No. 11, in accordance with the terms of the agreement described above and the provisions of ORS 275.330.

NOW, THEREFORE, THE BOARD ORDERS:

1. The Board finds the transfer of Gilbert Heights Park, Park Site No. 11 to the City of Portland for park purposes is in the best interest of the public and is hereby approved.
2. The Chair is authorized to execute and deliver to the City of Portland a deed conveying without warranties the following described real property;

A parcel of land situated in the southwest one-quarter of Section 11, T1S, R2E, W.M., Multnomah County, Oregon, more particularly described as follows:

Beginning at the intersection of the south line of Tract 6, LINN PARK, a recorded plat, recorded November 12, 1902, in Book 271, Page 63, Plat Records of Multnomah County, Oregon, and the west right-of-way line of SE 130th Avenue, 20.00 feet westerly, when measured at right angles, of the centerline of said SE 130th Avenue; thence S 89°32'40" W, along the south line of said Tract 6, a distance of 622.80 feet to the southwest corner of said Tract 6; thence N 00°09'20" W along the west line of said Tract 6, a distance of 273.58 feet, thence N 89°32'40" E, parallel to the south line of said Tract 6, a distance of 622.81 feet, to a point on said west right-of-way line of SE 130th Avenue; thence S 00°09'10" E along said west right-of-way line, a distance of 273.58 feet to the point of beginning.

Containing 3.91 acres, more or less.

3. The conveyance shall be subject to the following:



GILBERT HEIGHTS PARK  
Park Site No. 11  
Item 93-207  
November 18, 1993  
Page 2

- a) Gilbert Heights, Park Site No. 11, shall be used for park and open space purposes only unless the Grantor approves another use in accordance with the procedures in the Intergovernmental Agreement between Grantor and Grantee dated December 30, 1993.
- b) The property shall be used, maintained and operated in accordance with the Neighborhood Parks Master Plan, Mid-Multnomah County, dated 1984, as approved by Multnomah County, the City of Portland and the City of Gresham.

Adopted this 30th day of December, 1993.



BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

By: \_\_\_\_\_

*Beverly Stein*  
BEVERLY STEIN, Chair

REVIEWED:

LAURENCE KRESSEL  
County Counsel  
Multnomah County, Oregon

*John L. DuBay*  
John L. DuBay



GILBERT HEIGHTS PARK  
Park Site No. 11  
Item 93-207  
November 17, 1993

BARGAIN AND SALE DEED

MULTNOMAH COUNTY, a political subdivision of the State of Oregon, Grantor, conveys to the CITY OF PORTLAND, a municipal corporation of the State of Oregon, GRANTEE, the real property described as follows:

A parcel of land situated in the southwest one-quarter of Section 11, T1S, R2E, W.M., Multnomah County, Oregon, more particularly described as follows:

Beginning at the intersection of the south line of Tract 6, LINN PARK, a recorded plat, recorded November 12, 1902, in Book 271, Page 63, Plat Records of Multnomah County, Oregon, and the west right-of-way line of SE 130th Avenue, 20.00 feet westerly, when measured at right angles, of the centerline of said SE 130th Avenue; thence S 89°32'40" W, along the south line of said Tract 6, a distance of 622.80 feet to the southwest corner of said Tract 6; thence N 00°09'20" W along the west line of said Tract 6, a distance of 273.58 feet, thence N 89°32'40" E, parallel to the south line of said Tract 6, a distance of 622.81 feet, to a point on said west right-of-way line of SE 130th Avenue; thence S 00°09'10" E along said west right-of-way line, a distance of 273.58 feet to the point of beginning.

Containing 3.91 acres, more or less.

As shown on attached map marked Exhibit A and hereby made a part of this document.

SUBJECT TO:

1. Gilbert Heights Park, Park Site No. 11, shall be used for park and open space purposes only unless the Grantor approves another use in accordance with the procedures in the Intergovernmental Agreement between Grantor and Grantee dated December 30, 1993.
2. The property shall be used, maintained and operated in accordance with the Neighborhood Parks Master Plan, Mid-Multnomah County, dated 1984, as approved by Multnomah County, the City of Portland and the City of Gresham.



GILBERT HEIGHTS PARK  
Park Site No. 11  
Item 93-207  
November 17, 1993  
Page 2

This transfer is without monetary consideration

Dated this 30th day of December, 1993.



BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

By:

Beverly Stein  
BEVERLY STEIN, Chair  
Board of Commissioners

REVIEWED:

LAURENCE KRESSEL  
County Counsel  
for Multnomah County, Oregon

By:

John L. DuBay  
John L. DuBay

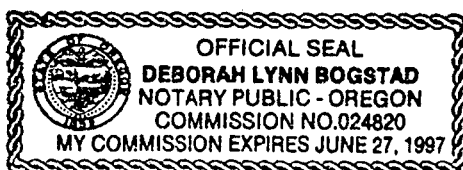
STATE OF OREGON

County of Multnomah

) ss.  
)

On this 30th day of December, 1993, A.D., before me, a Notary Public in and for the County and State, personally appeared Beverly Stein, to me personally known, Chair of the Board of County Commissioners of Multnomah County, Oregon, to sign official County documents and that the seal affixed to said instrument was signed and sealed on behalf of said County by authority of its Board of County Commissioners, and Beverly Stein acknowledged said instrument to be the free act and deed of said County.

IN TESTIMONY WHEREOF, I have hereunto set my hand, affixed my official seal, the day and year first in this, my certificate, written.



GILBERT.BSD

Deborah Lynn Bogstad  
Notary Public for Oregon

My Commission Expires: 6/27/97



LINE



MEETING DATE:

DEC 30 1993

AGENDA NO:

R-9

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Transfer of 10 Multnomah County Neighborhood Parks to the City of Portland.

BOARD BRIEFING Date Requested: \_\_\_\_\_

Amount of Time Needed: 5 minutes

REGULAR MEETING: Date Requested: \_\_\_\_\_

Amount of Time Needed: 5 minutes

DEPARTMENT: Environmental Services DIVISION: Park Services

CONTACT: C. Ciecko/N. Chase

TELEPHONE #: 248-5050

BLDG/ROOM #: 425

PERSON(S) MAKING PRESENTATION: Charles Ciecko/Nancy Chase

ACTION REQUESTED:

[ ] INFORMATIONAL ONLY [ ] POLICY DIRECTION [X] APPROVAL [ ] OTHER

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

Approval is requested for an Intergovernmental Agreement and Board ORDER to transfer 10 neighborhood parks to the City of Portland in accordance with County policy and the Mid-Multnomah County Neighborhood Park Master Plan.

1/5/94 originals to Betsy Williams

SIGNATURES REQUIRED:

ELECTED OFFICIAL: cc

OR

DEPARTMENT MANAGER: Betsy H. Williams

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

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

BOARD OF  
COUNTY COMMISSIONERS  
1993 DEC 20 AM 10:53  
MULTNOMAH COUNTY  
OREGON





# MULTNOMAH COUNTY OREGON

DEPARTMENT OF ENVIRONMENTAL SERVICES  
PARKS SERVICES DIVISION  
1620 S.E. 190TH AVE.  
PORTLAND, OREGON 97233  
(503) 248-5050

BOARD OF COUNTY COMMISSIONERS  
BEVERLY STEIN • CHAIR OF THE BOARD  
DAN SALTZMAN • DISTRICT 1 COMMISSIONER  
GARY HANSEN • DISTRICT 2 COMMISSIONER  
TANYA COLLIER • DISTRICT 3 COMMISSIONER  
SHARRON KELLEY • DISTRICT 4 COMMISSIONER

## MEMORANDUM

TO: BOARD OF COUNTY COMMISSIONERS

FROM: Charles Ciecko *CC*

TODAY'S DATE: November 23, 1993

REQUESTED PLACEMENT DATE:

RE: Intergovernmental Agreement and Board Orders for the Transfer of  
10 Neighborhood Parks to the City of Portland.

I. Recommendation/Action Requested:

Park Services Division requests that the Board of County Commissioners approve the I.G.A. and that the Chair of the Board of County Commissioners be authorized to execute the necessary Board Orders.

II. Background/Analysis:

The I.G.A. with the City of Portland is necessary to satisfy the City's request that the neighborhood parks be transferred as soon as possible. The request is in accord with Multnomah County Resolution A.

III. Financial Impact:

The Recreation fund will realize a savings of \$3,500 in addition to future sewer assessments and utility costs.



IV. Legal Issues:

This Agreement and Board order were drafted by County Counsel and is in accordance with County Resolution A. No legal issues are anticipated.

V. CONTROVERSIAL ISSUES:

None

VI. Link to Current County Policies:

This I.G.A. is consistent with Multnomah County Resolution A regarding the provision of services such as neighborhood parks and is consistent with the Neighborhood Park Master Plan - mid-Multnomah County.

VII. Citizen Participation:

The Neighborhood Park Master Plan-Mid Multnomah County adopted in 1984 was done in partnership with City of Portland and Gresham. The adoption of this plan involved intensive citizen participation.

VIII. Other Government Participation:

This transfer is at the request of Commissioner Charles Hale, City of Portland.



BEFORE THE BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

In the Matter of Conveying the County )  
Park known as Holladay Park, Park Site )  
No. 49 to the City of Portland )  
\_\_\_\_\_ )

O R D E R  
93-405

WHEREAS, by agreement dated December 30, 1993, between Multnomah County and the City of Portland, the County has agreed to convey certain County Parks within the City's urban services boundary to the City of Portland upon request, without payment of consideration; and

WHEREAS, the City of Portland requests transfer of Holladay Park, Park Site No. 49 in accordance with the terms of the agreement described above and the provisions of ORS 275.330.

NOW, THEREFORE, THE BOARD ORDERS:

1. The Board finds the transfer of Holladay Park, Park Site No. 49 to the City of Portland for park purposes is in the best interest of the public and is hereby approved.
2. The Chair is authorized to execute and deliver to the City of Portland a deed conveying without warranties the following described real property;

A portion of the west one-half of Lot 42, HAZELWOOD, a recorded plat, recorded October 12, 1888, in Book 140, Page 28, Plat Records of Multnomah County, Oregon, situated in the northwest one-quarter of Section 35, T1N, R2E, W.M., Multnomah County, Oregon, more particularly described as follows:

Beginning at a point in the west line of said Lot 42, said point being the northeast corner of Block 5, WINDEMERE, a recorded plat, recorded May 24, 1951, in Book 1183, Page 21, Plat Records of Multnomah County, Oregon; thence S 89°26'20" E along the easterly projection of the north line of said Block 5, a distance of 333.96 feet to a point on the division line between the west and east one-halves of said Lot 42; thence S 00°34'25" W, along said division line, a distance of 752.08 feet to the southeast corner of the west one-half of said Lot 42; thence S 89°47'20" W, along the south line of said Lot 42, a distance of 183.89 feet to a point on the northerly right-of-way line of NE Holladay Street; thence northwesterly along said right-of-way line, along the arc of a 125.00 foot radius non-tangent curve to the left, the chord of which bears N 71°46'32.5" W, 79.06 feet, an arc distance of 80.44 feet; thence S 89°47'20" W, continuing along said right-of-way line, a distance of 74.85 feet to a point on the west line of said Lot 42, said point being the southeast corner of Block 9, said WINDEMERE; thence N 00°34'50" E, along the west line of said Lot 42, a distance of 731.60 feet to the point of beginning.

Containing 5.71 acres, more or less.



HOLLADAY PARK  
Park Site No. 49  
Item 93-208  
November 18, 1993  
Page 2

3. The conveyance shall be subject to the following:

- a) The property shall be used for public purposes as a park or open space. Upon use of the property for any other purpose, the ownership shall automatically revert to Grantor without further action.
- b) The property shall be used, maintained and operated in accordance with the Neighborhood Parks Master Plan, Mid-Multnomah County, dated 1984, as approved by Multnomah County, the City of Portland and the City of Gresham.

Adopted this 30th day of December, 1993.



BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

By: \_\_\_\_\_

BEVERLY STEIN, Chair

REVIEWED:

LAURENCE KRESSEL  
County Counsel  
for Multnomah County, Oregon

John L. DuBay  
John L. DuBay



HOLLADAY PARK  
Park Site No. 49  
Item 93-208  
November 17, 1993

### BARGAIN AND SALE DEED

MULTNOMAH COUNTY, a political subdivision of the State of Oregon, Grantor, conveys to the CITY OF PORTLAND, a municipal corporation of the State of Oregon, GRANTEE, the real property described as follows:

A portion of the west one-half of Lot 42, HAZELWOOD, a recorded plat, recorded October 12, 1888, in Book 140, Page 28, Plat Records of Multnomah County, Oregon, situated in the northwest one-quarter of Section 35, T1N, R2E, W.M., Multnomah County, Oregon, more particularly described as follows:

Beginning at a point in the west line of said Lot 42, said point being the northeast corner of Block 5, WINDEMERE, a recorded plat, recorded May 24, 1951, in Book 1183, Page 21, Plat Records of Multnomah County, Oregon; thence S 89°26'20" E along the easterly projection of the north line of said Block 5, a distance of 333.96 feet to a point on the division line between the west and east one-halves of said Lot 42; thence S 00°34'25" W, along said division line, a distance of 752.08 feet to the southeast corner of the west one-half of said Lot 42; thence S 89°47'20" W, along the south line of said Lot 42, a distance of 183.89 feet to a point on the northerly right-of-way line of NE Holladay Street; thence northwesterly along said right-of-way line, along the arc of a 125.00 foot radius non-tangent curve to the left, the chord of which bears N 71°46'32.5" W, 79.06 feet, an arc distance of 80.44 feet; thence S 89°47'20" W, continuing along said right-of-way line, a distance of 74.85 feet to a point on the west line of said Lot 42, said point being the southeast corner of Block 9, said WINDEMERE; thence N 00°34'50" E, along the west line of said Lot 42, a distance of 731.60 feet to the point of beginning.

Containing 5.71 acres, more or less.

As shown on attached map marked Exhibit A and hereby made a part of this document.

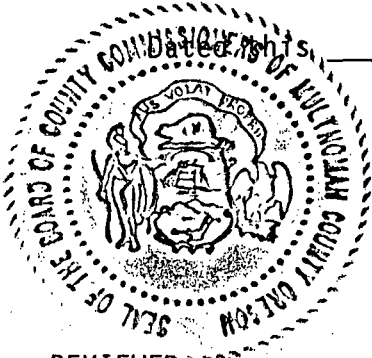
#### SUBJECT TO:

1. The property shall be used for public purposes as a park or open space. Upon use of the property for any other purpose, the ownership shall automatically revert to Grantor without further action.
2. The property shall be used, maintained and operated in accordance with the Neighborhood Parks Master Plan, Mid-Multnomah County, dated 1984, as approved by Multnomah County, the City of Portland and the City of Gresham.



HOLLADAY PARK  
Park Site No. 49  
Item 93-208  
November 17, 1993  
Page 2

This transfer is without monetary consideration



REVIEWED:

LAURENCE KRESSEL  
County Counsel  
for Multnomah County, Oregon

BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

By:

Beverly Stein  
BEVERLY STEIN, Chair

By:

John E. DuBay  
John E. DuBay

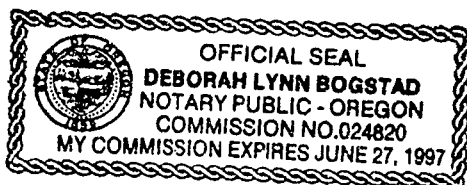
STATE OF OREGON

County of Multnomah

)  
) ss.  
)

On this 30th day of December, 1993, A.D., before me, a Notary Public in and for the County and State, personally appeared Beverly Stein, to me personally known, Chair of the Board of County Commissioners of Multnomah County, Oregon, to sign official County documents and that the seal affixed to said instrument was signed and sealed on behalf of said County by authority of its Board of County Commissioners, and Beverly Stein acknowledged said instrument to be the free act and deed of said County.

IN TESTIMONY WHEREOF, I have hereunto set my hand, affixed my official seal, the day and year first in this, my certificate, written.



HOLLADAY.BSD

Deborah Lynn Bogstad  
Notary Public for Oregon

My Commission Expires: 6/27/97







MEETING DATE: DEC 30 1993

AGENDA NO: R-10

(Above Space for Board Clerk's Use ONLY)

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AGENDA PLACEMENT FORM

SUBJECT: Transfer of 10 Multnomah County Neighborhood Parks to the City of Portland.

BOARD BRIEFING      Date Requested: \_\_\_\_\_  
Amount of Time Needed: 5 minutes

REGULAR MEETING:      Date Requested: \_\_\_\_\_  
Amount of Time Needed: 5 minutes

DEPARTMENT: Environmental Services      DIVISION: Park Services

CONTACT: C. Ciecko/N. Chase      TELEPHONE #: 248-5050  
BLDG/ROOM #: 425

PERSON(S) MAKING PRESENTATION: Charles Ciecko/Nancy Chase

ACTION REQUESTED:

[ ] INFORMATIONAL ONLY      [ ] POLICY DIRECTION      [X] APPROVAL      [ ] OTHER

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

Approval is requested for an Intergovernmental Agreement and Board Order to transfer 10 neighborhood parks to the City of Portland in accordance with County policy and the Mid-Multnomah County Neighborhood Park Master Plan.

*11/94 originals to Betsy Williams*

SIGNATURES REQUIRED:

ELECTED OFFICIAL: ec

OR

DEPARTMENT MANAGER: Betsy H Williams

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

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

BOARD OF  
COUNTY COMMISSIONERS  
1993 DEC 20 AM 10:53  
MULTNOMAH COUNTY  
OREGON





# MULTNOMAH COUNTY OREGON

DEPARTMENT OF ENVIRONMENTAL SERVICES  
PARKS SERVICES DIVISION  
1620 S.E. 190TH AVE.  
PORTLAND, OREGON 97233  
(503) 248-5050

BOARD OF COUNTY COMMISSIONERS  
BEVERLY STEIN • CHAIR OF THE BOARD  
DAN SALTZMAN • DISTRICT 1 COMMISSIONER  
GARY HANSEN • DISTRICT 2 COMMISSIONER  
TANYA COLLIER • DISTRICT 3 COMMISSIONER  
SHARRON KELLEY • DISTRICT 4 COMMISSIONER

## MEMORANDUM

TO: BOARD OF COUNTY COMMISSIONERS

FROM: Charles Ciecko *CC*

TODAY'S DATE: November 23, 1993

REQUESTED PLACEMENT DATE:

RE: Intergovernmental Agreement and Board Orders for the Transfer of  
10 Neighborhood Parks to the City of Portland.

### I. Recommendation/Action Requested:

Park Services Division requests that the Board of County Commissioners approve the I.G.A. and that the Chair of the Board of County Commissioners be authorized to execute the necessary Board Orders.

### II. Background/Analysis:

The I.G.A. with the City of Portland is necessary to satisfy the City's request that the neighborhood parks be transferred as soon as possible. The request is in accord with Multnomah County Resolution A.

### III. Financial Impact:

The Recreation fund will realize a savings of \$3,500 in addition to future sewer assessments and utility costs.



IV. Legal Issues:

This Agreement and Board order were drafted by County Counsel and is in accordance with County Resolution A. No legal issues are anticipated.

V. CONTROVERSIAL ISSUES:

None

VI. Link to Current County Policies:

This I.G.A. is consistent with Multnomah County Resolution A regarding the provision of services such as neighborhood parks and is consistent with the Neighborhood Park Master Plan - mid-Multnomah County.

VII. Citizen Participation:

The Neighborhood Park Master Plan-Mid Multnomah County adopted in 1984 was done in partnership with City of Portland and Gresham. The adoption of this plan involved intensive citizen participation.

VIII. Other Government Participation:

This transfer is at the request of Commissioner Charles Hale, City of Portland.







PARKLANE PARK  
Park Site No. 14  
Item 93-209  
November 18, 1993  
Page 2

Containing 5.58 acres, more or less.

3. The conveyance shall be subject to the following:

- a) The property shall be used for public purposes as a park or open space. Upon use of the property for anyother purpose, the ownership shall automatically revert to Grantor without further action.
- b) The property shall be used, maintained and operated in accordance with the Neighborhood Parks Master Plan, Mid-Multnomah County, dated 1984, as approved by Multnomah County, the City of Portland and the City of Gresham.

Adopted this 30th day of December, 1993.



BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

By: \_\_\_\_\_

BEVERLY STEIN, Chair

REVIEWED:

LAURENCE KRESSEL  
County Counsel  
for Multnomah County, Oregon

John L. DuBay  
John L. DuBay



PARKLANE PARK  
Park Site No. 14  
Item 93-209  
November 17, 1993

BARGAIN AND SALE DEED

MULTNOMAH COUNTY, a political subdivision of the State of Oregon, Grantor, conveys to the CITY OF PORTLAND, a municipal corporation of the State of Oregon, GRANTEE, the real property described as follows:

A portion of Lots 27-30 NEWHURST PARK, a recorded plat recorded November 25, 1893, in Book 200, Page 18, Plat Records of Multnomah County, Oregon, situated in the northeast one-quarter of Section 1, T1S, R2E, W.M., Multnomah County, Oregon, more particularly described as follows:

Beginning at the intersection of the northeasterly right-of-way line of SE Main Street, County Road No. 3217, 30.00 feet northerly, when measured at right angles, of the centerline thereof, and the northwesterly right-of-way line of SE Millmain Drive, County Road No. 3216, 30.00 feet westerly, when measured at right angles, of the centerline thereof; thence northeasterly along said northwesterly right-of-way line along the arc of a 592.88 foot radius curve to the right, the chord of which bears N 36°25'59" E, 561.49 feet, an arc length of 584.93 feet to a point; thence N 25°18'11" W, a distance of 31.03 feet to a point in the centerline of vacated SE Main Street; thence N 89°45'00" W along centerline, a distance of 1,027.06 feet to a point on said northeasterly right-of-way line of SE Main Street; thence southeasterly along said right-of-way line, along the arc of a 324.33 foot radius non-tangent curve to the right, the chord of which bears S 58°14'11" E, 75.40 feet, an arc length of 75.57 feet to a point; thence S 51°33'40" E, continuing along said right-of-way line, a distance of 589.94 feet to a point; thence southeasterly along the arc of a 376.70 foot radius tangent curve to the left, the chord of which bears S 66°41'46" E, 196.70 feet, an arc length of 199.01 feet to the point of beginning.

Containing 5.58 acres, more or less.

As shown on attached map marked Exhibit A and hereby made a part of this document.

SUBJECT TO:

1. The property shall be used for public purposes as a park or open space. Upon use of the property for any other purpose, the ownership shall automatically revert to Grantor without further action.
2. The property shall be used, maintained and operated in accordance with the Neighborhood Parks Master Plan, Mid-Multnomah County, dated 1984, as approved by Multnomah County, the City of Portland and the City of Gresham.



PARKLANE PARK  
Park Site No. 14  
Item 93-209  
November 17, 1993  
Page 2

This transfer is without monetary consideration

Dated this 30th day of December, 1993.



BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

By:

Beverly Stein  
BEVERLY STEIN, Chair

REVIEWED:

LAURENCE KRESSEL  
County Counsel  
for Multnomah County, Oregon

By:

John L. DuBay  
John L. DuBay

STATE OF OREGON

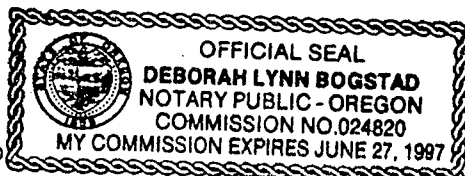
County of Multnomah

) ss.  
)

On this 30th day of December, 1993, A.D., before me, a Notary Public in and for the County and State, personally appeared Beverly Stein, to me personally known, Chair of the Board of County Commissioners of Multnomah County, Oregon, to sign official County documents and that the seal affixed to said instrument was signed and sealed on behalf of said County by authority of its Board of County Commissioners, and Beverly Stein acknowledged said instrument to be the free act and deed of said County.

IN TESTIMONY WHEREOF, I have hereunto set my hand, affixed my official seal, the day and year first in this, my certificate, written.

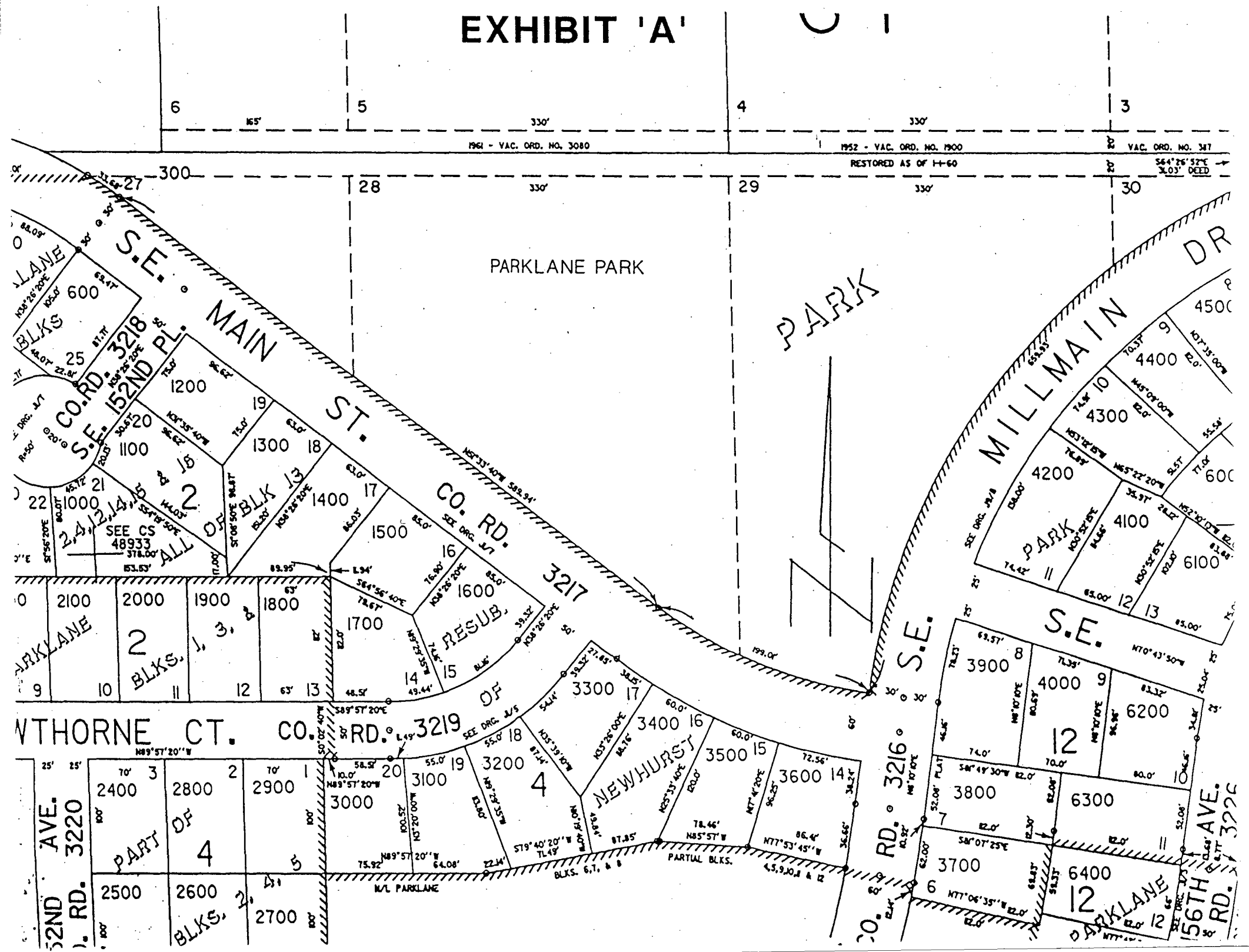
PARKLANE.BSD



Deborah Lynn Bogstad  
Notary Public for Oregon

My Commission Expires: 6/27/97







MEETING DATE: DEC 30 1993

AGENDA NO: R-11

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Transfer of 10 Multnomah County Neighborhood Parks to the City of Portland.

BOARD BRIEFING Date Requested: \_\_\_\_\_  
Amount of Time Needed: 5 minutes

REGULAR MEETING: Date Requested: \_\_\_\_\_  
Amount of Time Needed: 5 minutes

DEPARTMENT: Environmental Services DIVISION: Park Services

CONTACT: C. Ciecko/N. Chase TELEPHONE #: 248-5050  
BLDG/ROOM #: 425

PERSON(S) MAKING PRESENTATION: Charles Ciecko/Nancy Chase

ACTION REQUESTED:

[ ] INFORMATIONAL ONLY [ ] POLICY DIRECTION [X] APPROVAL [ ] OTHER

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

Approval is requested for an Intergovernmental Agreement and Board Order to transfer 10 neighborhood parks to the City of Portland in accordance with County policy and the Mid-Multnomah County Neighborhood Park Master Plan.

1/8/94 originals to Betsy Williams

SIGNATURES REQUIRED:

ELECTED OFFICIAL: cc

OR

DEPARTMENT MANAGER: Betsy Williams

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

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

BOARD OF  
COUNTY COMMISSIONERS  
1993 DEC 20 AM 10:53  
MULTNOMAH COUNTY  
OREGON





# MULTNOMAH COUNTY OREGON

DEPARTMENT OF ENVIRONMENTAL SERVICES  
PARKS SERVICES DIVISION  
1620 S.E. 190TH AVE.  
PORTLAND, OREGON 97233  
(503) 248-5050

BOARD OF COUNTY COMMISSIONERS  
BEVERLY STEIN • CHAIR OF THE BOARD  
DAN SALTZMAN • DISTRICT 1 COMMISSIONER  
GARY HANSEN • DISTRICT 2 COMMISSIONER  
TANYA COLLIER • DISTRICT 3 COMMISSIONER  
SHARRON KELLEY • DISTRICT 4 COMMISSIONER

## MEMORANDUM

TO: BOARD OF COUNTY COMMISSIONERS

FROM: Charles Cieccko *CC*

TODAY'S DATE: November 23, 1993

REQUESTED PLACEMENT DATE:

RE: Intergovernmental Agreement and Board Orders for the Transfer of  
10 Neighborhood Parks to the City of Portland.

I. Recommendation/Action Requested:

Park Services Division requests that the Board of County Commissioners approve the I.G.A. and that the Chair of the Board of County Commissioners be authorized to execute the necessary Board Orders.

II. Background/Analysis:

The I.G.A. with the City of Portland is necessary to satisfy the City's request that the neighborhood parks be transferred as soon as possible. The request is in accord with Multnomah County Resolution A.

III. Financial Impact:

The Recreation fund will realize a savings of \$3,500 in addition to future sewer assessments and utility costs.



IV. Legal Issues:

This Agreement and Board order were drafted by County Counsel and is in accordance with County Resolution A. No legal issues are anticipated.

V. CONTROVERSIAL ISSUES:

None

VI. Link to Current County Policies:

This I.G.A. is consistent with Multnomah County Resolution A regarding the provision of services such as neighborhood parks and is consistent with the Neighborhood Park Master Plan - mid-Multnomah County.

VII. Citizen Participation:

The Neighborhood Park Master Plan-Mid Multnomah County adopted in 1984 was done in partnership with City of Portland and Gresham. The adoption of this plan involved intensive citizen participation.

VIII. Other Government Participation:

This transfer is at the request of Commissioner Charles Hale, City of Portland.



BEFORE THE BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

In the Matter of Conveying the County )  
Park known as Dickenson Park, Park Site )  
No. 19 to the City of Portland )

---

O R D E R  
93-407

WHEREAS, by agreement dated December 30, 1993, between Multnomah County and the City of Portland, the County has agreed to convey certain County Parks within the City's urban services boundary to the City of Portland upon request, without payment of consideration; and

WHEREAS, the City of Portland requests transfer of Dickenson Park, Park Site no. 19, in accordance with the terms of the agreement described above and the provisions of ORS 275.330.

NOW, THEREFORE, THE BOARD ORDERS:

1. The Board finds the transfer of Dickenson Park, Park Site No. 19 to the City of Portland for park purposes is in the best interest of the public and is hereby approved.
2. The Chair is authorized to execute and deliver to the City of Portland a deed conveying without warranties the following described real property;

A parcel of land situated in the southwest one-quarter of Section 30, T1S, R1E, W.M., Multnomah County, Oregon, more particularly described as follows:

Beginning at a point on the west right-of-way line of SW 55th Avenue, said point bears N 00°11' W, 660.00 feet and N 89°20' W, 25.00 feet from the south one-quarter corner of said Section 30; thence continuing N 89°20' W along the north line of that tract of land conveyed to School District No. 1 by deed recorded April 18, 1957, in Book 1839, Page 25, Deed Records of Multnomah County, Oregon, a distance of 615 feet, more or less, to a point on the east right-of-way line of SW 57th Place; thence N 00°11' W along said east right-of-way line, 460 feet, more or less, to a point on the south line of that tract of land conveyed to A.W. and Lucretia Biden, by deed recorded January 24, 1945, in Book 901, Page 380, Deed Records of Multnomah County, Oregon; thence S 89°20' E along the south line of said Biden tract, a distance of 300 feet, more or less, to the southeast corner of said Biden tract; thence N 00°11' W along the east line of said Biden tract, a distance of 121.96 feet, more or less, to a point on the southerly right-of-way line of SW Alfred Court; thence S 55°28' E along said southerly right-of-way line, a distance of 25.16 feet to a point of curvature; thence northeasterly, continuing along said right-of-way line along the arc of a 209.27 foot radius tangent curve to



DICKENSON PARK  
Park Site No. 19  
Item 93-210  
November 17, 1993

the left, the chord of which bears N 85°22' E, 189.90 feet, an arc distance of 197.11 feet, to a point of tangent; thence N 58°23' E, continuing along said right-of-way line, a distance of 125.55 feet to a point on the west right-of-way line of said SW 55th Avenue; thence S 00°11' E, along said west right-of-way line 370 feet, more or less, to the northeast corner of that tract of land conveyed to Gene E. and Geraldine G. Thorpe, husband and wife, by deed recorded August 3, 1966, in Book 519, Page 1055, Deed Records of Multnomah County, Oregon; thence N 89°20' W, 168.24 feet; thence S 45°58' W, 31.25 feet; thence S 14°25' W, 66 feet; S 44°20' E, 97 feet; thence S 89°20' E, 86 feet; thence S 46°03'40" E, 74.97 feet to a point on the west right-of-way line of said SW 55th Avenue; thence S 00°11' E, along said west right-of-way line, a distance of 75 feet to the point of beginning.

Containing 6.68 acres, more or less.

3. The conveyance shall be subject to the following:
- a) The property shall be used for public purposes as a park or open space. Upon use of the property for any other purpose, the ownership shall automatically revert to Grantor without further action.
  - b) The property shall be used, maintained and operated in accordance with the Neighborhood Parks Master Plan, Mid-Multnomah County, dated 1984, as approved by Multnomah County, the City of Portland and the City of Gresham.



John L. DeBay  
Laurence Kressel, County Counsel  
of Multnomah County, Oregon

BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

By: Beverly Stein  
BEVERLY STEIN, Chair



DICKENSON PARK  
Park Site No. 19  
Item 93-210  
November 17, 1993

BARGAIN AND SALE DEED

MULTNOMAH COUNTY, a political subdivision of the State of Oregon, Grantor, conveys to the CITY OF PORTLAND, a municipal corporation of the State of Oregon, GRANTEE, the real property described as follows:

A parcel of land situated in the southwest one-quarter of Section 30, T1S, R1E, W.M., Multnomah County, Oregon, more particularly described as follows:

Beginning at a point on the west right-of-way line of SW 55th Avenue, said point bears N 00°11' W, 660.00 feet and N 89°20' W, 25.00 feet from the south one-quarter corner of said Section 30; thence continuing N 89°20' W along the north line of that tract of land conveyed to School District No. 1 by deed recorded April 18, 1957, in Book 1839, Page 25, Deed Records of Multnomah County, Oregon, a distance of 615 feet, more or less, to a point on the east right-of-way line of SW 57th Place; thence N 00°11' W along said east right-of-way line, 460 feet, more or less, to a point on the south line of that tract of land conveyed to A.W. and Lucretia Biden, by deed recorded January 24, 1945, in Book 901, Page 380, Deed Records of Multnomah County, Oregon; thence S 89°20' E along the south line of said Biden tract, a distance of 300 feet, more or less, to the southeast corner of said Biden tract; thence N 00°11' W along the east line of said Biden tract, a distance of 121.96 feet, more or less, to a point on the southerly right-of-way line of SW Alfred Court; thence S 55°28' E along said southerly right-of-way line, a distance of 25.16 feet to a point of curvature; thence northeasterly, continuing along said right-of-way line along the arc of a 209.27 foot radius tangent curve to the left, the chord of which bears N 85°22' E, 189.90 feet, an arc distance of 197.11 feet, to a point of tangent; thence N 58°23' E, continuing along said right-of-way line, a distance of 125.55 feet to a point on the west right-of-way line of said SW 55th Avenue; thence S 00°11' E, along said west right-of-way line 370 feet, more or less, to the northeast corner of that tract of land conveyed to Gene E. and Geraldine G. Thorpe, husband and wife, by deed recorded August 3, 1966, in Book 519, Page 1055, Deed Records of Multnomah County, Oregon; thence N 89°20' W, 168.24 feet; thence S 45°58' W, 31.25 feet; thence S 14°25' W, 66 feet; S 44°20' E, 97 feet; thence S 89°20' E, 86 feet; thence S 46°03'40" E, 74.97 feet to a point on the west right-of-way line of said SW 55th Avenue; thence S 00°11' E, along said west right-of-way line, a distance of 75 feet to the point of beginning.

Containing 6.68 acres, more or less.

As shown on attached map marked Exhibit A and hereby made a part of this document.

SUBJECT TO:

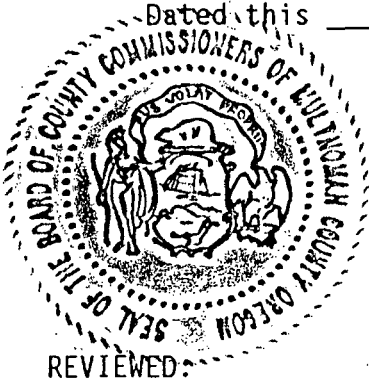
1. The property shall be used for public purposes as a park or open space. Upon use of the property for any other purpose, the ownership shall automatically revert to Grantor without further action.



2. The property shall be used, maintained and operated in accordance with the Neighborhood Parks Master Plan, Mid-Multnomah County, dated 1984, as approved by Multnomah County, the City of Portland and the City of Gresham.

This transfer is without monetary consideration

Dated this 30th day of December, 1993.



BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

By:

Beverly Stein  
BEVERLY STEIN, Chair

REVIEWED:

LAURENCE KRESSEL  
County Counsel  
for Multnomah County, Oregon

By:

John L. DuBay  
John L. DuBay

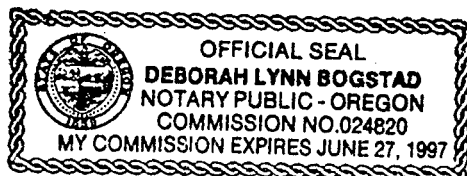
STATE OF OREGON

County of Multnomah

ss.

On this 30th day of December, 1993, A.D., before me, a Notary Public in and for the County and State, personally appeared Beverly Stein, to me personally known, Chair of the Board of County Commissioners of Multnomah County, Oregon, to sign official County documents and that the seal affixed to said instrument was signed and sealed on behalf of said County by authority of its Board of County Commissioners, and Beverly Stein acknowledged said instrument to be the free act and deed of said County.

IN TESTIMONY WHEREOF, I have hereunto set my hand, affixed my official seal, the day and year first in this, my certificate, written.



Deborah Lynn Bogstad  
Notary Public for Oregon

My Commission Expires: 6/27/97



# EXHIBIT 'A'

SW RADCLIFF

**LANE**

(5)  
1.33  $\mu$

188.  
47 A.

(78)  
48  
Ac.

(50)  
0.28 Ac.

(84)  
32 Ac.

(85)  
100  
Ac.

(175)  
673  
Ac.

DICKENSON PARK

**68.24**

(86)  
.68 Ac.

(4024)



U

Q

0



MEETING DATE: DEC 30 1993

AGENDA NO: R-12

(Above Space for Board Clerk's Use ONLY)

**AGENDA PLACEMENT FORM**

**SUBJECT:** Grant of easement to U.S. West Communications, Inc. for underground communication line at Glendoveer.

**BOARD BRIEFING** Date Requested: \_\_\_\_\_

Amount of Time Needed: \_\_\_\_\_

**REGULAR MEETING:** Date Requested: December 23, 1993

Amount of Time Needed: One minute

**DEPARTMENT:** Environmental Services **DIVISION:** Facilities & Property Management

**CONTACT:** Bob Oberst **TELEPHONE #:** 248-3851  
**BLDG/ROOM #:** 421/3rd

**PERSON(S) MAKING PRESENTATION:** Bob Oberst

**ACTION REQUESTED:**

☐ INFORMATIONAL ONLY ☐ POLICY DIRECTION ☒ APPROVAL ☐ OTHER

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

U.S. West needs easement for underground telecommunication line to serve customers immediately north of the Glendoveer Golf Course. The easement is five feet in width along a portion of the north boundary of the course and will have no adverse effect upon the course. The consideration to be paid is \$880.00 or approximately \$0.20 per square foot, which is reasonable, in the opinion of Property Management.

1/5/94 original easement, true copy of ORDER & copy of BOTH TO BOB OBERST

**SIGNATURES REQUIRED:**

**ELECTED OFFICIAL:** \_\_\_\_\_

OR

**DEPARTMENT MANAGER:**  

BOARD OF  
COUNTY COMMISSIONERS  
1993 DEC 15 AM 10:45  
MULTNOMAH COUNTY  
OREGON

**ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES**

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

0516C/63

6/93



TO: BOARD OF COUNTY COMMISSIONERS

FROM: Robert Oberst, Facilities &  
Property Management

TODAY'S DATE: December 2, 1993

REQUESTED PLACEMENT: December 23, 1993

RE: Grant of Easement to U.S. Communications, Inc. for  
Underground Communication Facilities at Glendoveer Golf  
Course for Communications Services to Adjacent  
Residential Property Owners.

- I. Recommendation/Action Requested: Approval and execution of easement to U.S. West Communications, Inc.
- II. Background/Analysis: U.S. West Communications provides communications services to the residents of the area of Glendoveer Golf Course, including the Regency Park area. In order to extend the service to the residents of the southerly portion of Regency Park located immediately northerly of Glendoveer, it is appropriate that the necessary underground communications facilities be located within the northerly five feet of a portion of Glendoveer adjacent to Regency Park. The facilities to be located underground within the requested easement will have no adverse effect upon the Glendoveer operation or value of the Glendoveer property.
- III. Financial Impact: U.S. West Communications has offered the sum of \$880.00 as consideration for the Easement, which amounts to about \$0.20 per square foot. It is the opinion of Property Management that this is a reasonable consideration, taking into consideration the location and nature of the easement property and the lack of detrimental effect of the easement use.
- IV. Legal Issues: None.
- V. Controversial Issues: None.
- VI. Link to Current County Policies: Consistent with former and present County real property use practices and policy.
- VII. Citizen Participation: None.
- VIII. Other Government Participation: None; no effect on other jurisdictions.



BEFORE THE BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

In the Matter of the Conveyance of a )  
Permanent Easement for an Underground )  
Communication Facility on County Land )  
at the Glendoveer Golf Course in )  
Section 35, TIN, R2E, WM, Multnomah )  
County, Oregon )

O R D E R  
93-409

It appearing that U.S. West Communications, Inc. desires to place and underground communication facility in the vicinity of the Regency Park in Portland, Oregon in order to serve present and future communications service growth in that area; and

It appearing that the best location for the underground communication facility is on the northerly five feet of a parcel of land upon which is located on the Glendoveer Golf Course; and

It appearing that U.S. West has requested a permanent easement of four thousand, three hundred ninety two (4,392) square feet upon said parcel and has offered to pay the sum of eight hundred eighty dollars (\$880.00) for said easement; and

It being determined that the requested easement will have little or no effect upon the use or value of said parcel, and the Board being fully advised in the matter:

It is ORDERED that Multnomah County execute this Permanent Easement before the Board this date and that the County Chair be, and she is hereby, authorized and directed to execute the same on behalf of Multnomah County.

Dated this 30th day of December, 1993.

REVIEWED

LAURENCE KRESSEL, County  
Counsel for Multnomah  
County, Oregon

By John L. DuBay  
John L. DuBay, Chief Deputy

BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

By Beverly Stein  
Beverly Stein, County Chair



## EASEMENT

R/W Reference \_\_\_\_\_

The Undersigned Grantor(s) for and in consideration of Eight Hundred Eighty and 00/100

----- Dollars (\$ 880.00 ) and other good and valuable consideration, the receipt whereof is hereby acknowledged, do hereby grant and convey to U S WEST Communications, Inc., a Colorado Corporation, (Grantee) whose address is 1600 7th Ave., Seattle, Washington 98191 its successors, assigns, lessees, licensees and agents a perpetual easement to construct, reconstruct, operate, maintain and remove such telecommunications facilities as Grantee may require upon, over, under and across the following described land which the Grantor owns or in which the Grantor has any interest, to wit:

## PARCEL II:

A tract of land in the Northeast  $\frac{1}{4}$  of Section 35, Township 1 North, Range 2 East of the Willamette Meridian, Multnomah County, Oregon, described as follows: Beginning at the Northeast corner of said Section; thence South  $88^{\circ}20'$  West along the North line of said Section, a distance of 1137.72 feet to the Northeast corner of a tract of land conveyed to Mary Welbes by deed recorded May 6, 1919 in Book 777, Page 321, Deed Records; thence South  $0^{\circ}25'30''$  West along the East line of said last mentioned tract 1303.67 feet to an iron pipe at the Southeast corner thereof; thence North  $88^{\circ}20'$  East along the North line of the South  $\frac{1}{2}$  of the Northeast  $\frac{1}{4}$  of said Section 35, a distance of 1137.72 feet to the East line of said Section 35; thence North  $0^{\circ}25'30''$  East along the East line of said Section 35 to the place of beginning.

ALSO: The Southeast  $\frac{1}{4}$  of the Northeast  $\frac{1}{4}$  of said Section 35 and the East  $\frac{1}{2}$  of the Southwest  $\frac{1}{4}$  of the Northeast  $\frac{1}{4}$  of said Section 35. (Over)

situated in County of Multnomah, State of Oregon

Grantee shall have the right of ingress and egress over and across the Land of the Grantor to and from the above-described property and the right to clear and keep cleared all trees and other obstructions. Grantee shall be responsible for all damage caused to Grantor arising from Grantee's exercise of the rights and privileges herein granted.

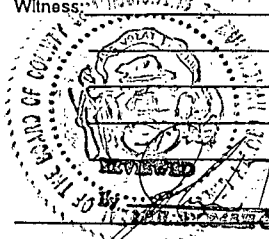
The Grantor reserves the right to occupy, use and cultivate said Easement for all purposes not inconsistent with, nor interfering with the rights herein granted.

The rights, conditions and provisions of this easement shall inure to the benefit of and be binding upon the heirs, executors, administrators, successors and assigns of the respective parties hereto.

Any claim, controversy or dispute arising out of this Agreement shall be settled by arbitration in accordance with the applicable rules of the American Arbitration Association, and judgment upon the award rendered by the arbitrator may be entered in any court having jurisdiction thereof. The arbitration shall be conducted in the county where the property is located.

In witness whereof the undersigned has executed this instrument this 30th day of December, 1993.

Witness: \_\_\_\_\_

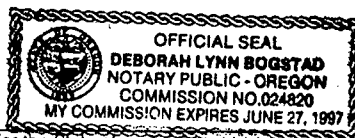
By: MULTNOMAH COUNTYBy: Beverly Stein, Chair

(Individual Acknowledgement)

State of \_\_\_\_\_ }  
County of \_\_\_\_\_ } ss  
On this day personally appeared before me

known to me to be the individual \_\_\_\_\_ who executed the foregoing instrument, and acknowledged that \_\_\_\_\_ signed the same as \_\_\_\_\_ free and voluntary act and deed, for the uses and purposes herein mentioned.

Given under my hand and official seal this \_\_\_\_\_ day of \_\_\_\_\_, 19\_\_\_\_.



Notary Public in and for the State of \_\_\_\_\_ residing at \_\_\_\_\_

My commission expires: \_\_\_\_\_

(Corporate Acknowledgement)

State of OREGON }  
County of Multnomah } ss  
On this day personally appeared before me  
Beverly Stein

who did say ~~he~~ she is the Chair,  
Multnomah County Board of Commissioners of the corporation that executed the foregoing instrument and acknowledged said instrument to be the free and voluntary act and deed of said corporation, for the uses and purposes therein mentioned, and an oath stated that she \_\_\_\_\_ was/were authorized to execute said instrument on behalf of the corporation. Given under my hand and official seal this 30th day of December, 1993.

Deborah Lynn Bogstad  
Notary Public in and for the State of OREGON residing at Portland, Oregon

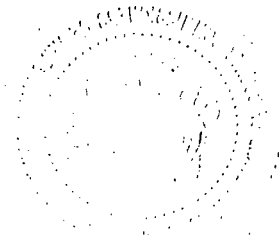
My commission expires: 6/27/97



RETURN TO GRANTEE AT

Said easement being the Northerly five (5) feet of the above described property lying Southerly of Lots 16 through 23 of Block 1 of Regency Park in Section 35, Township 1 North, Range 2 East, Willamette Meridian, Multnomah County, Oregon to be used for the installation of underground communication facilities. Said easement is more particularly shown on Exhibit "A" attached hereto and made a part hereof.

Property will be restored to like condition is was in prior to placement of facilities.





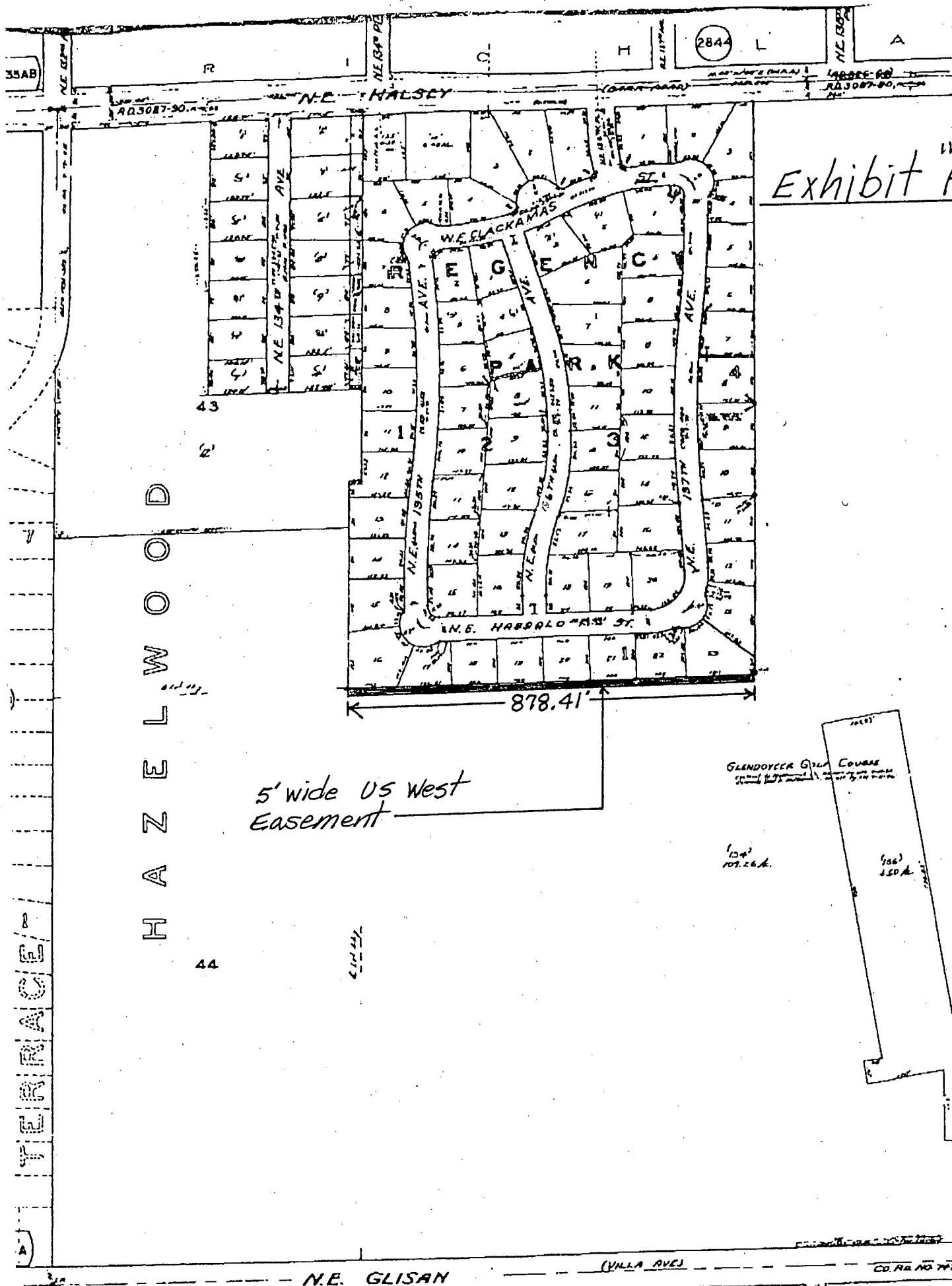


Exhibit "A"

5' wide US West Easement

GLENDOYER GOLF COURSE

134' 107.26'

106' 150'

N.E. GLISAN

(VILLA AVE)

CD. No. 1077



By law, U S WEST Communications is required to report all transactions totalling over \$600.00 to the Internal Revenue Service. To expedite payment please furnish your Tax Identification Number or Social Security Number. Please return this paper with your number indicated in the space provided below.

Thank you.

Number 93-6002309



MEETING DATE: DEC 30 1993

AGENDA NO: R-13

(Above Space for Board Clerk's Use ONLY)

**AGENDA PLACEMENT FORM**

**SUBJECT:** Intergovernmental Agreement with the City of Portland to equally share the costs associated with conducting an analysis of the potential benefits of consolidation of support services.

**BOARD BRIEFING** Date Requested: \_\_\_\_\_

Amount of Time Needed: \_\_\_\_\_

**REGULAR MEETING:** Date Requested: December 30, 1993

Amount of Time Needed: 20 minutes

**DEPARTMENT:** Environmental Services **DIVISION:** \_\_\_\_\_

**CONTACT:** Betsy Williams **TELEPHONE #:** 5012  
**BLDG/ROOM #:** 412/204

**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):

This intergovernmental agreement with the City of Portland shares equally the costs associated with conducting an analysis of the potential benefits of consolidation of fleet, printing & distribution, facilities management, and electronics & communication. This analysis would be completed by March 25. If, at that time, the Board determines consolidation is appropriate, a plan and budget would be developed to allow implementation by January 1, 1995.

11/94 originals to Betsy Williams

**SIGNATURES REQUIRED:**

**ELECTED OFFICIAL:** \_\_\_\_\_

**OR**

**DEPARTMENT MANAGER:** Betsy H. Williams

BOARD OF  
COUNTY COMMISSIONERS  
1993 DEC 22 AM 11:50  
MULTNOMAH COUNTY  
OREGON

**ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES**

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

0516C/63

6/93





## CITY OF PORTLAND

Vera Katz, Mayor  
1220 SW 5th Avenue, #303  
Portland, OR 97204

## MULTNOMAH COUNTY

Beverly Stein, Chair  
1120 SW 5th Avenue #1400  
Portland, OR 97204



### STAFF REPORT

IGA to be filed for Board review on ~~January~~<sup>December</sup> 30, 1993.

TO: Board of County Commissioners *B. Williams*  
FROM: Betsy Williams, Department of Environmental Services

DATE: December 21, 1993

RE: Intergovernmental Agreement with the City of Portland to support staff costs associated with conducting an analysis of the potential benefits of consolidation of fleet, printing & distribution, communication & electronics, and facilities management to be submitted for Board review by March 25, 1994.

#### I. Recommendation/Action Requested

Approval of Intergovernmental Agreement

#### II. Background/Analysis

Several months ago, I began exploring with the City of Portland the opportunities and challenges associated with consolidating County and City support services. David Kish, Director of the City of Portland, Bureau of General Services, and I now provide fleet, facilities & property management, printing & distribution and electronic & communication services to County Departments and City Bureaus through two separate organizations. Our common sense told us that consolidation could eliminate duplicative overhead, motivate us and our customers to become more efficient, and save taxpayers money.

After broadening our discussions to include representatives of bargaining units and some members of the County Board, we have heard other points of view. Based on these discussions, we are now recommending that consolidation be pursued in two phases. The first phase, to be completed by March 25, will identify potential fiscal and service level benefits associated with consolidation. The second phase of preparing and implementation plan and budget would proceed only if the County Board and City Council determine these benefits to



## STAFF REPORT

December 21, 1993

Page 2

be worthy of achievement through consolidation. If directed, we believe consolidation could occur by January 1, 1995.

Conducting this analysis and planning will require staff assistance. This intergovernmental government establishes the terms of an agreement with the City of Portland whereby these costs will be shared equally by both jurisdictions.

### III. Financial Impact

The County's share of this IGA is approximately \$17,500 to complete Phase I. If work proceeds, an additional \$31,500 for Phase II will be required, \$10,500 in this fiscal year and the balance in next year's budget. To meet the County's share this fiscal year, I will require a contingency request of approximately \$28,000.

### IV. Legal Issues

The County Counsel has been consulted regarding the existing statutory authority for governments to consolidate to provide services to themselves or their citizens. We will continue to work closely with legal counsel as well as labor relations staff as this work continues.

### V. Controversial Issues

A consolidation of this magnitude involves a variety of potentially controversial issues which would need to be worked through as part of the process. Issues that would likely require in-depth exploration prior to resolution include the employment rights of affected employees; sharing of cost savings; organizational placement; governance and management issues; and others. If directed to proceed with consolidation, these issues and others will be addressed, with full participation by the interested parties.

### VI. Link to Current County Policies

This work supports several County Benchmarks, including Government Accountability, Cost of Government and Government Responsiveness and Customer Satisfaction. This IGA has been reviewed by the working City/County Coordinating Committee.



## STAFF REPORT

December 21, 1993

Page 3

### VII. Citizen Participation

This planning process will be reviewed by a Task Force composed of customers, budget advisory committee members, business representatives, employee representatives, and representatives of other governments. This group has been formed and their first meeting was December 1. A roster of Task Force members is attached to this report.

### VIII. Other Government Participation

As customers to the new organization, all County Departments will be affected by the results of this planning. Each will be consulted as the service plans are developed for each of the service areas.

Both the County and City currently have other governments as customers for providing these services. A consolidated City/County support organization will likely increase the opportunity for contracting with other smaller jurisdictions in the region.

Representatives from Metro and the City of Gresham serve on the Support Services Task Force.



**CITY/COUNTY  
SUPPORT SERVICES CONSOLIDATION  
TASK FORCE**

**BUDGET ADVISORY COMMITTEE MEMBERS**

Robert C. Jones  
Bonneville Power Administration  
11923 NE Sacramento  
Portland, Oregon 97220  
230-4030

Ben Kasubuchi  
3153 SW View Place  
Portland, Oregon 97201  
226-3153

**CUSTOMER REPRESENTATIVES**

David Judd  
Portland Parks & Recreation  
B106/1302  
823-5254

Jim Thacker  
Mult. Co. Office of the Sheriff  
B313/21  
251-2455

**BUSINESS REPRESENTATIVE**

Ruth Scott  
Assn. for Portland Progress  
520 SW Yamhill, Ste 1000  
Portland, Oregon 97204  
224-8684/323-9186 (fax)

**OTHER PUBLIC AGENCIES/INSTITUTIONS**

Jennifer Simms  
METRO  
600 NE Grand  
Portland, Oregon 97232-2736  
797-1626/797-1791 (fax)

Jim Marshall  
Dept. of Public Admin.  
Portland State University  
PO Box 751  
Portland, Oregon 97207-0751  
725-5153

Roy Wall  
City of Gresham  
501 NE Hood  
Gresham, Oregon 97030  
669-2372

**EMPLOYEE/UNION REPRESENTATIVES**

Joe Devlaemick  
AFSCME Local 88 President  
Mult.Co. Dept. of Environmental Services  
Information Services Division  
B327  
248-3749 x6909

Darrell McDermid  
AFSCME Local #189  
Printing & Distribution  
B124  
823-4450 (message)

Louis Watson  
Portland Bureau of General Services  
Communication Services  
B911/COMM  
823-8869 (cellular)

**STAFF**

Karen Kramer, Project Manager  
City of Portland, Bureau of General Services  
1120 SW 5th Avenue, Room 1204  
Portland, Oregon 97204  
823-6967/823-6924 (fax)

Mult. Co. Dept. of Environmental Services  
2115 SE Morrison  
Portland, Oregon 97214  
248-5096/248-3048 (fax)

Betsy Williams, Director  
Mult. Co. Dept. of Environmental Services  
2115 SE Morrison  
Portland, Oregon 97214  
248-5259/248-3048 (fax)

David Kish, Director  
City of Portland, Bureau of General Services  
1120 SW 5th Avenue, Room 1204  
Portland, Oregon 97204  
823-6825/823-6924 (fax)





## CITY OF PORTLAND

Vera Katz, Mayor  
1220 SW 5th Avenue, #303  
Portland, OR 97204

## MULTNOMAH COUNTY

Beverly Stein, Chair  
1120 SW 5th Avenue #1400  
Portland, OR 97204



December 17, 1993

### MEMORANDUM

**TO:** Multnomah County Board of Commissioners  
Portland City Council

**FROM:** Betsy Williams, Director *B. Williams*  
County Department of Environmental Services

David O. Kish, Director  
City of Portland, Bureau of General Services

**SUBJECT:** Consolidation of City/County Support Services

Our organizations provide fleet, facilities & property management, printing & distribution, and electronic & communication services to County Departments and City Bureaus. Several months ago, we began discussing the opportunities and challenges associated with consolidating these services. Our common sense tells us that consolidation could eliminate duplicative overhead, motivate us and our customers to become more efficient, and save the taxpayers money.

After discussions with you, our customers, and labor representatives over the last six weeks, we are now recommending that a short-term analysis be conducted to identify the potential service and fiscal benefits associated with consolidation before beginning on an implementation plan.

The attached Intergovernmental Agreement shares costs associated with this work. If, after this preliminary analysis, the Council and Board recommend proceeding with a consolidation, the agreement also provides for sharing costs associated with preparing an implementation plan for your review and approval. The preliminary analysis will be complete by March 25. If directed to proceed, we believe consolidation could occur by January 1, 1995.

A Task Force including customers, employees, members of the Budget Advisory Committees, and representatives of Portland State University, Gresham, Metro and the business community has been formed to advise on the progress of this work.

This agreement will be before the County Board on December 30 and the City Council on January 5. We look forward to working with you on this exciting endeavor.





# CONTRACT APPROVAL FORM

(See Administrative Procedure #2106)

MULTNOMAH COUNTY OREGON

Contract # 301214

Amendment # \_\_\_\_\_

CLASS I	CLASS II	CLASS III
<input type="checkbox"/> Professional Services under \$10,000	<input type="checkbox"/> Professional Services over \$10,000 (RFP, Exemption) <input type="checkbox"/> PCRB Contract <input type="checkbox"/> Maintenance Agreement <input type="checkbox"/> Licensing Agreement <input type="checkbox"/> Construction <input type="checkbox"/> Grant <input type="checkbox"/> Revenue	<input checked="" type="checkbox"/> Intergovernmental Agreement <b>APPROVED MULTNOMAH COUNTY BOARD OF COMMISSIONERS</b> AGENDA # <u>R-13</u> DATE <u>12/30/93</u> <u>DEB BOGSTAD</u> <b>BOARD CLERK</b>

Contact Person Betsy Williams Phone 5012 Date 12-21-93

Department Environmental Services Division Admin Bldg/Room Bldg 412

Description of Contract Intergovernmental Agreement with the City of Portland to equally share the costs associated with an analysis of the potential benefits of consolidation of City/County support services

RFP/BID # \_\_\_\_\_ Date of RFP/BID \_\_\_\_\_ Exemption Exp. Date \_\_\_\_\_

ORS/AR # \_\_\_\_\_ Contractor is ☐ MBE ☐ WBE ☐ QRF

Contractor Name City of Portland  
 Mailing Address 1220 SW 5th Avenue  
Portland, Oregon 97204  
 Phone 823-6967

Employer ID # or SS # \_\_\_\_\_

Effective Date 10-26-93

Termination Date December 31, 1994

Original Contract Amount \$ 17,500 - 31,500

Amount of Amendment \$ none

Total Amount of Agreement \$ 17,500 - 31,500

## Payment Term

- ☐ Lump Sum \$ \_\_\_\_\_  
☐ Monthly \$ 3500  
☐ Other \$ \_\_\_\_\_  
☐ Requirements contract - Requisition required.  
 Purchase Order No. \_\_\_\_\_  
☐ Requirements Not to Exceed \$ \_\_\_\_\_

## REQUIRED SIGNATURES:

Department Manager Betsy H. Williams

Purchasing Director  
(Class II Contracts Only)

County Counsel [Signature]

County Chair/Sheriff [Signature]

Date 12-21-93

Date \_\_\_\_\_

Date 12/22/93

Date December 30, 1993

VENDOR CODE			VENDOR NAME						TOTAL AMOUNT		INC/DEC IND
LINE NO.	FUND	AGENCY	ORGANIZATION	SUB ORG	ACTIVITY	OBJECT	SUB OBJ	REPT CATEG	LGFS DESCRIPTION	AMOUNT	
01.											
02.											
03.											

INSTRUCTIONS ON REVERSE SIDE

WHITE - PURCHASING

CANARY - INITIATOR

PINK - CLERK OF THE BOARD

GREEN - FINANCE



JAN 27 1994

INTERGOVERNMENTAL AGREEMENT  
CITY OF PORTLAND/MULTNOMAH COUNTY

This Agreement, entered into as of this 27 day of JANUARY, 199~~3~~<sup>4</sup> by and between the City of Portland, Oregon (City) and Multnomah County (County).

Recitals

- A. The City and the County each provide support services to their respective organizations in the areas of facilities, fleet, communications and electronics, and printing and distribution.
- B. Past cooperative efforts by the City and the County and other jurisdictions have demonstrated that efficiencies can be achieved, services improved, and costs reduced by consolidations.
- C. Neighboring jurisdictions and other public agencies could potentially benefit from a City/County consolidation of support services; and the public could potentially benefit from reduced costs and/or improved service for support services by the availability of additional discretionary funds for essential services.
- D. The City and the County share a mutual commitment to deliver high value, effective and efficient services in the overlapping jurisdictions within Multnomah County through cooperation, coordination, and consolidation.

NOW THEREFORE, the parties agree as follows:

1. Term, Modification, and Termination

- a) This agreement shall be effective October 26, 1993 and expire December 31, 1994.
- b) This agreement may be modified, amended or altered only in writing and only with the consent of both parties.
- c) Either the County or the City may terminate this agreement prior to its expiration date upon thirty (30) days written notice to the other party.

2. Scope of Agreement

- a) The City and the County will equally fund a Project Manager whose responsibility will be to plan and coordinate the following activities:
  - 1) Phase I Conduct an analysis of the potential fiscal and service related benefits of consolidation of the services outlined above.
  - 2) Phase II If consolidation recommendation is approved by City and County, develop an implementation plan and budget for consolidation of such services.



The Project Manager will represent the interests of both the City and the County in examining the feasibility of consolidation and, if appropriate, proposing a balanced, equitable, and cost effective means of merging these support services.

The Project Manager will report jointly to the Director of the Department of Environmental Services (DES) for the County and the Director of General Services (BGS) for the City.

b) During the course of both Phase I and Phase II activities, the Project Manager will work closely with the City and County Labor Relations and appropriate labor unions, Personnel, Fiscal and service delivery management and personnel.

c) A City/County Support Services Consolidation Task Force shall be convened as an advisory group to this process. The purpose of the Task Force will be to review and comment on information and materials produced, as well as provide input into the process. Membership of the Task Force shall include representatives of the business community, other local jurisdictions, employees, Portland State University, customers of City and County support services, and City and County citizen budget advisory committees.

d) Phase I The purpose of Phase I is to conduct a preliminary analysis on the potential benefits and effects of consolidation of the support services identified above. Factors to be considered in this analysis will include the following:

- o Potential operational efficiencies and/or cost savings
- o Potential future cost avoidance, in equipment, facilities or other capital costs
- o Potential service improvements that could be achieved by consolidation
- o Potential reductions in administrative and other overhead costs
- o Probable effect on costs to the customer
- o Probable effect on manner of service delivery to current customers
- o Potential one-time-only costs associated with consolidation

Based on the results of the analysis conducted during Phase I, a recommendation will be developed regarding the consolidation of any and/or all of the support services identified above. A report, including the results of this analysis and a recommendation regarding consolidation, will be submitted to the City Council and the County Board of Commissioners no later than **March 25, 1994**.

e) Phase II In the event that Phase I results in a recommendation to consolidate support services, and both the City and the County approve such recommendation, the purpose of Phase II will be to complete an implementation plan and budget for the consolidated support services organization. The implementation plan and budget will include consideration of the following areas:



- o Appropriate organizational structure, placement, and governance to both maximize benefits and ensure long-term viability of consolidation
- o Employment protection of all affected employees, in accordance with statutory requirements
- o Effect on both short- and long-term costs to the customer and to the taxpayer
- o Effect on current quality of services
- o Effect on accessibility and accountability to the customer and to the public
- o Anticipated changes in current use of in-house vs. contracted services
- o Anticipated changes in centralization vs. decentralization of services
- o Effect on current external customers of services, as well as ability to attract and retain new external customers.

A detailed implementation and plan will be submitted to the City Council and the County Board of Commissioners for adoption no later than December 31, 1994.

### 3. Compensation, Billing, and Payment Procedure

The Project Manager will be paid at a rate commensurate with duties and responsibilities, and agreed upon by the City and the County. Funds for this Project Manager, and associated costs, will be budgeted in the budgets of the County DES and the City BGS. Direct expenses will be shared equally by the City and the County for this position and necessary support over the period of this agreement. Costs for each jurisdiction shall not exceed \$3,500 per month.

The City shall act as Fiscal Agent for this agreement. The Project Manager will be a temporary City of Portland employee for personnel, workers compensation and payroll purposes, but will report jointly to the City and the County. The City agrees to bill the County at the end of each accounting period for costs during that period. The County agrees to reimburse the City for its share of the costs within 30 days of receiving the invoice.

### 4. Claims

The City and County shall be jointly responsible for any and all claims filed against the City or County for actions of the Project Manager related to this project. The City shall be responsible for defending any such claims, and the cost of such defense shall be borne equally by the City and County. The City shall not enter into any settlements without the consent of the County. Any claims or settlement will be paid equally by the City and the County.

### 5. Integration Clause

This Agreement contains the whole agreement between the City and the County and supersedes all prior written or oral discussions or agreements on this topic between the parties.



IN WITNESS WHEREOF, the City and the County have executed this Agreement as of the date written above.

CITY OF PORTLAND

MULTNOMAH COUNTY

By: [Signature]

By: [Signature]

Title: City Commissioner

Title: County Chair

Date: 1-24-94

Date: December 30, 1993

By: [Signature]

By: \_\_\_\_\_

Title: City Auditor

Title: \_\_\_\_\_

Date: 1/24/94

Date: \_\_\_\_\_

Approved as to legal sufficiency

Approved as to legal sufficiency

By: [Signature]  
Jeff Rogers, City Attorney

By: [Signature]  
Larry Kressel, County Counsel

APPROVED MULTNOMAH COUNTY  
BOARD OF COMMISSIONERS  
AGENDA # R-13 DATE 12/30/93  
DEB BOGSTAD  
BOARD CLERK



ORDINANCE No. 167248

\*Agreement Multnomah County to share planning costs  
for consolidation of facilities, fleet, communications & electronics, and printing & distribution.  
(Ordinance)

The City of Portland ordains:

Section 1. The Council finds:

1. The City and the County each provide support services to their respective organizations in the areas of facilities, fleet, communications & electronics, and printing & distribution.
2. Past cooperative efforts by the City and the County and other jurisdictions have demonstrated that efficiencies can be achieved, services improved, and costs reduced by consolidations.
3. Neighboring jurisdictions and other public agencies could potentially benefit from City/County consolidation of support services; and the public could potentially benefit from reduced costs and/or improved service for support services by the availability of additional discretionary funds for essential services.
4. The City and the County share a mutual commitment to deliver high value, effective and efficient services in the overlapping jurisdictions within Multnomah County through cooperation, coordination, and consolidation.

NOW, THEREFORE, the Council directs:

- a. The Commissioner in Charge and Auditor are authorized to execute an Intergovernmental Agreement with Multnomah County to share planning costs for consolidation of facilities, fleet, communications & electronics, and printing & distribution in substantially the form set forth in Exhibit A, attached to this Ordinance.

Section 2. The Council declares that an emergency exists because a delay in implementation of this Agreement will deprive the City and County of the benefits of a timely completion of this project; therefore, this Ordinance shall be in full force and effect from and after its passage by Council.

Passed by the Council, JAN 05 1994  
Commissioner Kafoury  
David O. Kish:KKramer:GKhater  
December 15, 1993

BARBARA CLARK  
Auditor of the City of Portland  
By *Britta Olson*  
Deputy



BUDGET MODIFICATION NO.

NOND #10(For Clerk's Use) Meeting Date  
Agenda No.DEC 30 1993R-14

## 1. REQUEST FOR PLACEMENT ON THE AGENDA FOR

ASAP - Dec 23, 1993

(Date)

DEPARTMENT NondepartmentalDIVISION Citizen InvolvementCONTACT Carol WardTELEPHONE X3450

\* NAME(S) OF PERSON MAKING PRESENTATION TO BOARD

John Legry or Carol Ward

## SUGGESTED

AGENDA TITLE (to assist in preparing a description for the printed agenda)

This budget modification requests that \$568 be moved from Materials and Supplies to Personal Services for a wage increase effective January 1, 1994.

(Estimated Time Needed on the Agenda)

## 2. DESCRIPTION OF MODIFICATION

(Explain the changes this Bud Mod makes. What budget does it increase? What do changes accomplish? Where does the money come from? What budget is reduced? Attach additional information if you need more space.)

☐ Personnel changes are shown in detail on the attached sheet

This budget modification will move \$568 from Materials and Supplies to Personal Services for a wage increase. This wage increase is given due to increased responsibilities.

It does not increase the overall appropriation for Citizen Involvement.

## 3. REVENUE IMPACT

(Explain revenues being changed and reason for the change)

None

## 4. CONTINGENCY STATUS

(to be completed by Budget &amp; Planning)

Fund Contingency before this modification (as of \_\_\_\_\_)

\$ \_\_\_\_\_

Date

After this modification

Originated By

Date

12/9/93

Department Director

Date

12/9/93

Plan/Budget Analyst

Date

12/8/93

Employee Services

Date

12/8/93

Board Approval

Date

Deborah C. Boast 12/30/93

BOARD OF  
COUNTY COMMISSIONERS  
MULTNOMAH COUNTY  
OREGON  
1993 DEC 20 AM 10:54



## TRANSACTION EB GM [ ]

TRANSACTION DATE

ACCOUNTING PERIOD

BUDGET FY 94

REVENUE

TRANSACTION RB GM [ ]

TRANSACTION DATE

ACCOUNTING PERIOD

BUDGET FY

Document Number	Action	Fund	Agency	Organization	Activity	Reporting Category	Object	Current Amount	Revised Amount	Change Increase (Decrease)	Subtotal	Description
									0			
									0			
									0			
									0			
									0			
									0			
									0			
									0			
									0			
									0			
									0			
									0			
									0			
TOTAL REVENUE CHANGE										0	0	





# Citizen Involvement Committee

2115 SE MORRISON

PORTLAND, OREGON 97214

248-3450

December 13, 1993

TO: Board of County Commissioners

FM: Citizen Involvement Committee

RE: BUDGET MODIFICATION - NOND 10

- I. Recommendation/Action Requested: Approval of budget modification Nond #10 will move \$568 from Materials and Supplies to Personal Services for a wage increase.
- II. Background/Analysis: The wage increase recognizes a change in job responsibilities which includes added requirements to exercise independent judgement in scheduling and accomplishing work, and abilities to handle difficult human relations situations and to analyze/use alternatives to action.
- III. Financial Impact: There is no change in the overall appropriation to Citizen Involvement.
- IV. Legal Issues: This budget modification allows Citizen Involvement to absorb the wage increase within its current appropriations.
- V. Controversial Issues: None.
- VI. Link to current County Policies: Observes general fiscal constraints.
- VII. Citizen Participation: Request was approved by the Executive Committee of Multnomah County Citizen Involvement Committee - the governing board of the Office of Citizen Involvement, in accordance with Ordinance #664.
- VIII. Other Government Participation: Not applicable.



MEETING DATE: DEC 30 1993

AGENDA NO: R-15

(Above Space for Board Clerk's Use ONLY)

**AGENDA PLACEMENT FORM**

SUBJECT: RESOLUTION

BOARD BRIEFING Date Requested: \_\_\_\_\_

Amount of Time Needed: \_\_\_\_\_

REGULAR MEETING: Date Requested: 12/30/93

Amount of Time Needed: 5 minutes

DEPARTMENT: Nondepartmental DIVISION: Affirmative Action Office

CONTACT: Robert Phillips TELEPHONE #: 823-4164  
BLDG/ROOM #: 131/104

PERSON(S) MAKING PRESENTATION: Robert Phillips

**ACTION REQUESTED:**

☐ INFORMATIONAL ONLY ☐ POLICY DIRECTION ☒ APPROVAL ☐ OTHER

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

IN THE MATTER OF AFFIRMATIVE ACTION POLICY REAFFIRMATION

11/3/94 copy to Robert Phillips, BCC  
members, Sheriff Skipper, Gary  
Blackmer, Michael Schunk,  
Curtis Smith & Laurence Kressel

BOARD OF  
COUNTY COMMISSIONERS  
1993 DEC 22 AM 8:54  
MULTNOMAH COUNTY  
OREGON

**SIGNATURES REQUIRED:**

ELECTED OFFICIAL: Beverly Stein

OR

DEPARTMENT MANAGER: \_\_\_\_\_

**ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES**

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

0516C/63

6/93





# CITY/COUNTY AFFIRMATIVE ACTION OFFICE

Robert Phillips  
Affirmative Action/EEO Officer  
1220 S.W. Fifth Avenue, Room 104  
Portland, Oregon 97204  
(503) 823-4164



## MEMORANDUM

TO: BOARD OF COUNTY COMMISSIONERS

FROM: Robert Phillips  
Affirmative Action/EEO Officer

DATE: December 16, 1993

REQUESTED PLACEMENT DATE:

RE: Adoption of Multnomah County's Equal Employment  
Opportunity/Affirmative Action Plan

### I. Recommendation/Action Requested:

Adoption of the Equal Employment Opportunity/Affirmative Action Plan for 1993-1996 by a vote of the Board of County Commissioners.

### II. Background/Analysis:

The Affirmative Action Plan is written in good-faith reliance and in conformance with federal guidelines codified at 41 §60-2, previously referred to as Revised Order No. 4, Affirmative Action Guidelines, issued by the Office of Federal Contract Compliance; in accordance with Executive Order 11246, as amended (30 F.R. 12319).

The plan also brings the County into compliance with federal grant requirements, and required auditing review standards.

The Board of Commissioners has been briefed on the plan intent and content.

### III. Financial Impact:

The plan requires no immediate budget impact.

### IV. Legal Issues:

The only legal issues relate to potential challenges to content and implementation strategies or requirements of the plan. The Office is confident that the plan is written to withstand these potential challenges.

AN EQUAL OPPORTUNITY EMPLOYER



V. Controversial Issues:

The plan is very conservative and is structured around federal regulations and court interpretation of legal affirmative action programs. The plan should not create controversial policy and/or political issues.

VI. Link to Current County Policies:

The Plan is consistent with current County policies, and strengthens County policy on "hostile work place" harassment.

VII. Citizen Participation:

Managers of color, female and disability groups have reviewed and contributed to the contents of the Plan. The Managers of Color may testify in support of the Plan at the board meeting.

VIII. Other Government Participation:

All departments and elected officials' offices have reviewed the plan for content and policy direction. All are ready to implement the strategies and goals of the plan.

Summation: The Affirmative Action Plan is ready for Board adoption and sign off. The policies and contents of the plan have been reviewed and agreed upon. The contents of the plan meet current federal guidelines and court interpretations on legal affirmative action programs. The plan brings the County in line with compliance requirements.



AFFIRMATIVE ACTION  
POLICY REAFFIRMATION  
41 CFR 60-2-13(a) (1971)

WHEREAS, the government of Multnomah County, Oregon has a compelling governmental interest in ensuring equal employment opportunities for all, without regard to race, color, religion, sex, national origin, age, disability or veteran status, sexual orientation, political affiliation or any other non-job related characteristics; and

WHEREAS, Multnomah County recognizes that equal employment opportunities and workforce diversity can be enhanced through definitive affirmative action efforts that are not merely passive, but are positive-action steps; and

WHEREAS, a voluntary affirmative action plan will guide the County in correcting any existing statistical disparity to employment opportunity over a reasonable period of time; and

WHEREAS, the implementation of an affirmative action plan and vigorous enforcement of the principles will assist the County in achieving the objectives of Title VII of the Civil Rights Act of 1964, and the Civil Rights Act of 1991; and

WHEREAS, the County's Affirmative Action Plan is written in good-faith reliance on federal guidelines codified at 41 C.F.R. § 60-2, previously referred to as Revised Order No. 4, Affirmative Action Guidelines, issued by the Office of Federal Contract Compliance; in accordance with Executive Order 11246, as amended (30 F.R. 12319); and

WHEREAS, this Affirmative Action Plan commits all County employees to support, in an affirmative manner, the County Board's policy regarding equal employment opportunity;

NOW THEREFORE, the Board of County Commissioners resolves as follows:

- a. Adoption of Multnomah County's Affirmative Action Plan for 1993-96, which will be reviewed annually and updated and/or revised as needed.
- b. Multnomah County's Affirmative Action Plan 1993-96 and policies shall supersede any and all existing plans and policies relating to equal employment opportunity and affirmative action guiding employment practices; and serve as the interpretive guidelines in this program area.

MULTNOMAH COUNTY  
BOARD OF COUNTY COMMISSIONERS

\_\_\_\_\_  
County Chair

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
Commissioner



## ELECTED OFFICIALS

\_\_\_\_\_  
Sheriff

\_\_\_\_\_  
Auditor

\_\_\_\_\_  
District Attorney

Others

\_\_\_\_\_  
Employee Services Manager

\_\_\_\_\_  
Affirmative Action/Equal Employment  
Opportunity Officer

\_\_\_\_\_  
Office of County Counsel

**Important Note:** No procedures discussed herein are intended to construe or imply the creation of a contract but outlines voluntary strategies for complying with "good-faith" efforts standards of an affirmative action program.



BEFORE THE BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

<i>In the Matter of Adoption of</i>	)	<i>RESOLUTION</i>
<i>Multnomah County's Affirmative</i>	)	<i>93-410</i>
<i>Action Plan for 1993-96</i>	)	

*WHEREAS, the government of Multnomah County, Oregon has a compelling governmental interest in ensuring equal employment opportunities for all, without regard to race, color, religion, sex, national origin, age, disability or veteran status, sexual orientation, political affiliation or any other non-job related characteristics; and*

*WHEREAS, Multnomah County recognizes that equal employment opportunities and workforce diversity can be enhanced through definitive affirmative action efforts that are not merely passive, but are positive-action steps; and*

*WHEREAS, a voluntary affirmative action plan will guide the County in correcting any existing statistical disparity to employment opportunity over a reasonable period of time; and*

*WHEREAS, the implementation of an affirmative action plan and vigorous enforcement of the principles will assist the County in achieving the objectives of Title VII of the Civil Rights Act of 1964, and the Civil Rights Act of 1991; and*

*WHEREAS, the County's Affirmative Action Plan is written in good-faith reliance on federal guidelines codified at 41 C.F.R. § 60-2, previously referred to as Revised Order No. 4, Affirmative Action Guidelines, issued by the Office of Federal Contract Compliance; in accordance with Executive Order 11246, as amended (30 F.R. 12319); and*

*WHEREAS, this Affirmative Action Plan commits all County employees to support, in an affirmative manner, the County Board's policy regarding equal employment opportunity;*

*NOW THEREFORE, the Board of County Commissioners resolves as follows:*

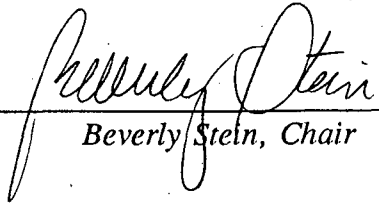
- a. Adoption of Multnomah County's Affirmative Action Plan for 1993-96, which will be reviewed annually and updated and/or revised as needed.*
- b. Multnomah County's Affirmative Action Plan 1993-96 and policies shall supersede any and all existing plans and policies relating to equal employment opportunity and affirmative action guiding employment practices; and serve as the interpretive guidelines in this program area.*

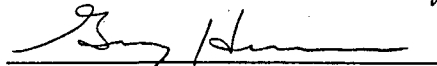
*ADOPTED this 30th day of December, 1993.*

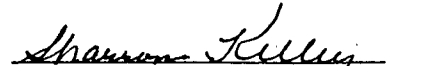


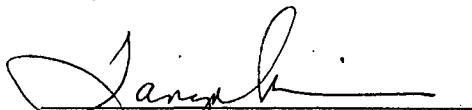


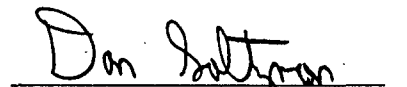
BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON

  
Beverly Stein, Chair


  
Gary Hansen, Vice-Chair

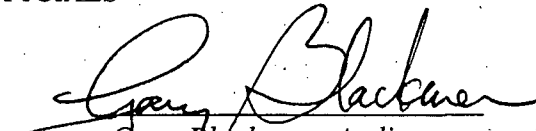
  
Sharron Kelley, Commissioner


  
Tanya Collier, Commissioner

  
Dan Saltzman, Commissioner

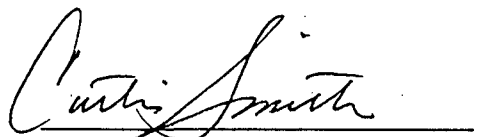
ELECTED OFFICIALS

  
Robert Skipper, Sheriff

  
Gary Blackmer, Auditor

  
Michael Schrunck, District Attorney

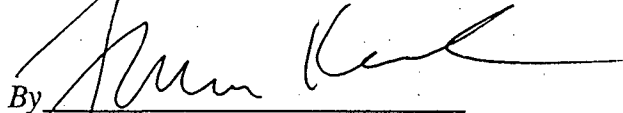
DEPARTMENT MANAGERS

  
Curtis Smith, Employee Services

  
Robert Phillips, AA/EEO Officer

REVIEWED:

LAURENCE KRESSEL, COUNTY COUNSEL  
FOR MULTNOMAH COUNTY, OREGON

By   
Laurence Kressel

**Important Note:** No procedures discussed herein are intended to construe or imply the creation of a contract but outlines voluntary strategies for complying with "good-faith" efforts standards of an affirmative action program.



# **MULTNOMAH COUNTY, OREGON EQUAL EMPLOYMENT OPPORTUNITY AFFIRMATIVE ACTION PLAN**

1993-1996



Prepared for:

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

Prepared by:

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

Reviewed by:

Rick Lee  
Administrative Assistant  
Affirmative Action Office

Data Support:

Susan Ayers  
Senior Personnel Analyst  
Employee Services Division

Report Preparation:

Word Processing Unit  
Employee Services Division

Linda Woods  
Data Technician  
Affirmative Action Office



*DEDICATED TO THE MEMORY  
OF  
THE HONORABLE GLADYS MCCOY*



*1928 - 1993*

*Multnomah County Chair*

*"We all benefit from a greater and deeper understanding of each other's cultures. It is time to bring to our understanding of human life a greater sense of curiosity, acceptance and appreciation of those who are different. In choosing from your heart to respect the unique human spirit in all cultures, you are also choosing to expand your own human potential."*



AFFIRMATIVE ACTION  
POLICY REAFFIRMATION  
41 CFR 60-2-13(a) (1971)

WHEREAS, the government of Multnomah County, Oregon has a compelling governmental interest in ensuring equal employment opportunities for all, without regard to race, color, religion, sex, national origin, age, disability or veteran status, sexual orientation, political affiliation or any other non-job related characteristics; and

WHEREAS, Multnomah County recognizes that equal employment opportunities and workforce diversity can be enhanced through definitive affirmative action efforts that are not merely passive, but are positive-action steps; and

WHEREAS, a voluntary affirmative action plan will guide the County in correcting any existing statistical disparity to employment opportunity over a reasonable period of time; and

WHEREAS, the implementation of an affirmative action plan and vigorous enforcement of the principles will assist the County in achieving the objectives of Title VII of the Civil Rights Act of 1964, and the Civil Rights Act of 1991; and

WHEREAS, the County's Affirmative Action Plan is written in good-faith reliance on federal guidelines codified at 41 C.F.R. § 60-2, previously referred to as Revised Order No. 4, Affirmative Action Guidelines, issued by the Office of Federal Contract Compliance; in accordance with Executive Order 11246, as amended (30 F.R. 12319); and

WHEREAS, this Affirmative Action Plan commits all County employees to support, in an affirmative manner, the County Board's policy regarding equal employment opportunity;

NOW THEREFORE, the Board of County Commissioners resolves as follows:

- a. Adoption of Multnomah County's Affirmative Action Plan for 1993-96, which will be reviewed annually and updated and/or revised as needed.
- b. Multnomah County's Affirmative Action Plan 1993-96 and policies shall supersede any and all existing plans and policies relating to equal employment opportunity and affirmative action guiding employment practices; and serve as the interpretive guidelines in this program area.

MULTNOMAH COUNTY  
BOARD OF COUNTY COMMISSIONERS

\_\_\_\_\_  
County Chair

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
Commissioner



## ELECTED OFFICIALS

\_\_\_\_\_  
Sheriff

\_\_\_\_\_  
Auditor

\_\_\_\_\_  
District Attorney

Others \_\_\_\_\_

\_\_\_\_\_  
Employee Services Manager

\_\_\_\_\_  
Affirmative Action/Equal Employment  
Opportunity Officer

\_\_\_\_\_  
Office of County Counsel

**Important Note:** No procedures discussed herein are intended to construe or imply the creation of a contract but outlines voluntary strategies for complying with "good-faith" efforts standards of an affirmative action program.







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**Technical Preface**  
**4 CFR § 60-2.10 (1988)**



**MULTNOMAH COUNTY, OREGON  
AFFIRMATIVE ACTION PLAN**

**TECHNICAL PREFACE  
[41 CFR § 60-2.10] (1988)**

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

The United States Department of Labor, Office of Federal Contract Compliance, through Revised Order No. 4, codified at 41 CFR § 60-2, defines an affirmative action program as a set of specific and result-oriented procedures to which a contracting person or agency commits itself to apply every good-faith effort to achieve prompt and full utilization of minorities and women, at all levels and within all segments of the work force where deficiencies exist.

Operational Definition of the County's Affirmative Action Program

Multnomah County's voluntary affirmative action plan is a specific, result-oriented program designed to achieve the goals of equal employment opportunity. It is, further, a planned, coherent, management program designed to effect changes that will improve and enhance the County's commitment to racial, ethnic, and gender diversity for those persons who have been under-represented in the total labor force and/or in certain classifications or job categories due to the effects of past and/or present practices, intended or unintended, which may have adversely affected a particular group or caused employment deficiencies as indicated by analysis of present employment patterns, practices and/or policies. Additionally, the plan is designed to promote and encourage employment opportunities for veterans and the disabled, and to remove barriers to gainful employment for these groups.

The Plan is a fluid document designed to significantly measure long and short term statistical accomplishments in achieving equal opportunity employment under affirmative action over a reasonable period of time. As a tool for use in all phases of the employment process, the Plan provides a guideline for employment decisions and directions. Nothing in this plan should be interpreted or treated as a rigid quota for any group of persons seeking employment or employed by Multnomah County Government. Additionally, under no circumstances will a protected class status be the sole basis for an employment decision. When appropriately used, it may be one among other reasons for an employment decision.

EEOC and OFCCP Guidelines

Multnomah County's affirmative action plan has been developed to comply with the EEOC's guidelines identifying broad categories of circumstances under which voluntary action is appropriate, including 29 CFR § 1608.3 (a); 29 CFR § 1608.3 (b); 29 CFR § 1608.3 (c); and 41 CFR §§ 60-2.10 through 60-2.32.



## Federal Laws, Acts, Regulations

This plan is designed to comply with the intent of federal laws, including: Title VII of the Civil Rights Act of 1964 (Public Law 92-202) as amended; the Age Discrimination in Employment Act of 1967 (Public Law 92-202), as amended; the Rehabilitation Act of 1973, Section 504 (Public Law 93-112), as amended, the 1978 Uniform Guidelines on Employment Selection adopted by the Equal Employment Commission and the Department of Labor, contained in 29 CFR, Part 1607 and 41 CFR, Part 60-3; Executive Order 11246, as amended; Section 402 of the Veterans Era Readjustment Assistance Act of 1974 (Public Law 93-508); Equal Pay Act of 1963; Standard for Merit System in Personnel Act of 1970; the Americans with Disabilities Act (Public Law 101-336); and the Civil Rights Act of 1991 (Public Law 102-166).

## ORS 243.305 -- Affirmative Action

This plan has been developed to comply with the public policy expressed in ORS 243.305, that all citizens have a right to employment without unlawful discrimination and that government shall be a leader in providing, through a program of affirmative action, fair and equal opportunities for employment and advancement.

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

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

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

Therefore, Multnomah County adopts this voluntary plan to satisfy the remedial purposes contained within the scope of Title VII of the Civil Rights Act, and appropriate rules of laws for federal contract compliance.

## Reasonable Action

Multnomah County's affirmative action strategies are based on reasonable actions to remedy racial and gender employment imbalances in the work force where:

1. A need exists for affirmative action to be undertaken and narrowly tailored to solve a specific problem identified in a self-analysis, while avoiding unnecessary restrictions on opportunities for the work force as a whole; and



2. Is reasonably related to correcting such factors as the present effect of past discrimination (apparent and unapparent), the need for prompt elimination of adverse impact or disparate treatment, the availability of basically qualified or qualifiable applicants, and the number of employment opportunities expected and/or available.

**METHODOLOGY**  
**[41 CFR § 60-2.11] (1988)**

The components of Multnomah County's Affirmative Action Plan were developed by application of statistical information taken from Biddle & Associates, Inc., 903 Enterprise Drive, Suite 1, Sacramento, California 95825. The statistical information includes availability breakdowns by sex and ethnic groups and labor force data for various job categories. The data meets the minimum requirements of OFCC Revised Order No. 4, Subpart B, paragraph 60-2.11; Section (a), (2), (i) - (u) and (2), (i) - (u). Thus allowing the County program to be narrowly tailored to achieve the remedial purpose for which it was created, and therefore remedying the lingering effects of past and/or present unlawful discrimination based on identified statistical imbalances of protected class persons in the work force.







**BOARD OF  
COUNTY COMMISSIONERS  
POWER & DUTIES**



## BOARD OF COUNTY COMMISSIONERS

### PURPOSE

The purpose of the Board of County Commissioners is defined by the Multnomah County Home Rule Charter as amended November 4, 1986.

The Charter in Chapter 2.10, General Grant of Powers, states:

1. Except as this charter provides to the contrary, the County shall have authority over matters of County concern to the fullest extent granted and allowed by the constitutions and laws of the United States and the State of Oregon, as fully as though each particular power comprised in that general authority were specifically listed in the charter.
2. The charter shall be liberally construed, and each power of the County under the charter shall be construed as a continuing power unless the charter or the grant of the power indicates the contrary.

Chapter 2.20, Where Powers Vested, also states:

Except as this charter or a state constitutional or statutory provision regarding the initiative and referendum provides to the contrary, the legislative power of the County shall be vested in and exercisable only by the Board of County Commissioners. Any other power of the County not vested by the charter elsewhere shall be vested in the Board but may be delegated by it.

The Board of County Commissioners conducts all legislative business of the County in two Board meetings per week. In addition, it holds informational briefings and work sessions from staff, departments, and outside agencies. Some meetings are held outside the Courthouse, in the districts as described by the Charter. Some are held at night to provide greater citizen input. The Board's staff functions as a research resource for matters that come before the Board.

The Board:

- Conducts official business of the County as required by state law and the efficient operation of the County.
- Hears Land Use appeals from cases reviewed by the Planning Commission and Planning staff.
- Adopts policies which guide direction of County activities.
- Sits as the Budget Committee, reviews the Executive Budget, holds hearings, and adopts the final County budget.



- Creates such boards and commissions as it deems necessary for advising on matters of interest to County, recruits and proposes citizens to serve on same, and confirms appointments made by the Chair to the Boards and Commissioners.
- Acts as the liaison to County departments and advisory boards and commissions.
- Monitors the activities of the Office of the Board Clerk as official recorders of Board activities and repository for Board files.
- Consults with the labor negotiator for the County and adopts final labor agreements.
- May exercise bonding authority as prescribed by Charter and State Law.
- May establish County Service Districts as prescribed by Charter.
- Conducts official business and adopts budgets of established service districts while sitting as the governing body of the service district.
- Is empowered to make changes in County administrative departments.
- Fills vacancies in elective County offices.
- Responds to citizen complaints.
- Works with Citizen Involvement Committee and responds to concerns.



## **BOARD OF COUNTY COMMISSIONERS**

### **BOARD OF COUNTY COMMISSIONERS MISSION STATEMENT**

Multnomah County's mission is to plan, finance, and deliver services to all citizens and properties in the County. These services must be delivered effectively and efficiently and distributed fairly in a manner that promotes public confidence in government.

### **GOALS**

The assumptions upon which planning in the County is based were adopted by Resolution 91-126 on August 27, 1991. These assumptions are shown below.

1. **EXCELLENCE.** All work we choose to do will be done well. This includes ongoing monitoring and evaluation.
2. **ADMINISTRATIVE AND SUPPORT SERVICES** will be provided to all services and functions.
3. **PARTNERSHIPS.** We will work collaboratively with other governments, foundations, nonprofits, and the private sector to increase the impact and effectiveness of our services and programs.
4. Our **VALUES AND PHILOSOPHY** stress the increasing importance of:
  - a. **PREVENTION** orientation and focus;
  - b. **INTEGRATION AND COORDINATION** of services;
  - c. Fostering **INDEPENDENCE** in individuals we serve; and
  - d. **DECENTRALIZED/COMMUNITY-BASED** services.
5. We are committed to the idea of **COLLABORATION** on the division of responsibilities and services involving local cities, METRO, and the state (streamlining).
6. We are committed to developing a **STABLE, LONG-TERM FUNDING/RESOURCE BASE** for County government services.

With the assumptions listed above in mind, the Board of County Commissioners developed consensus on the following policy goals and directions for Multnomah County:

- Assure that children are born into, and grow up in, nurturing, healthy, safe environments by providing support to these **CHILDREN AND THEIR FAMILIES**.
- Build partnerships that provide services that maximize the independence, health, and safety of our **SPECIAL POPULATIONS**.



- Provide services located in the COMMUNITY through multi-service centers accountable to the community.
- Provide PRO-ACTIVE CORRECTIONS SERVICES which include alternatives to jail and a continuum of services to get and keep people out of the criminal justice system.
- Work to achieve an EFFECTIVE CRIMINAL JUSTICE SYSTEM by developing and implementing a plan in conjunction with the Courts, the Sheriff (as manager of the Corrections Facilities), law enforcement agencies, Community Corrections, and the Community.
- Assure stable funding for a QUALITY LIBRARY SYSTEM in the Community.







**EQUAL  
EMPLOYMENT OPPORTUNITY  
&  
AFFIRMATIVE ACTION  
POLICY**



## **EQUAL EMPLOYMENT OPPORTUNITY, AFFIRMATIVE ACTION AND ANTI-DISCRIMINATION POLICY**

**41 C.F.R. § 60-1.4; § 60-2.13(a); § 60-2.20**

It is the policy of the Board of County Commissioners of Multnomah County (herein, the County) to provide in the County equal opportunity to all employees, applicants, and program beneficiaries; to provide equal opportunity for the advancement of employees; to provide programs and employment facilities that are accessible to all persons; to administer programs in a manner that does not discriminate against any persons because of race, color, religion, sex, marital status, national origin, age, physical or mental disability, sexual orientation, political affiliation, or Vietnam era veteran's status; and to apply affirmative action measures for protected class persons, per federal regulations, to correct under-utilization in County employment where such remedies are appropriate. The County bases decisions on using affirmative action methods only to modify and/or eradicate employment practices or systems which may constitute barriers to equal opportunity. Thus, the implementation of affirmative action methods is done on a situation by situation basis, and until the equal employment opportunity objective is achieved over a reasonable period of time.

Further, it is the policy of the County to ensure its employees' right to work in an environment free of all forms of discrimination on the basis of their race, creed, color, religion, sex, marital status, sexual orientation, national origin, age, or physical or mental disability. Because such discrimination subverts the public interest, threatens the working relationships within County government employment as a whole, it will not be tolerated. Employees found to have violated this policy will be subject to discipline, up to and possibly including discharge.

### **DISCRIMINATORY HARASSMENT**

Harassment of employees based on their race, color, religion, sex, national origin, sexual orientation, age, or physical or mental disability is a violation of Title VII of the Civil Rights Act of 1964, as amended, the Age Discrimination in Employment Act of 1978, as amended, and the Americans with Disabilities Act of 1990, and will not be tolerated by Multnomah County.

The following behaviors are examples of discriminatory harassment:

1. Abusing the dignity of an employee through insulting or degrading remarks or conduct based on or because of a protected characteristic.
2. Threats, demands, or suggestions that an employee's work status is contingent upon submission to discriminatory harassment.
3. Subjecting an employee to demeaning or degrading activities in order to gain co-worker acceptance, e.g., hazing.
4. Disciplining or terminating an employee because of work incompatibility which is caused by prohibited discrimination, e.g., prejudiced or biased behavior.



This policy shall be adhered to by all employees of Multnomah County, Oregon. Management and supervisory staff, in particular, shall assure that the intent as well as the stated requirements are implemented in all employee relations and personnel practices. It is the responsibility of each employee to ensure that the work environment is free of any practice of discrimination and/or prohibited harassment.

Additionally, appointing authorities and contractors doing business with Multnomah County are required to assure that equal opportunity is offered by their organizations, and that they comply with appropriate sections of this Policy and with applicable state and federal regulations.

### **TRAINING**

As a preventive measure, department directors and their employees will attend training offered by the Affirmative Action Office and/or Employee Services Division intended to sensitize and inform them concerning the elimination of discrimination in the workplace. This training shall include, but is not limited to, affirmative action, cultural diversity, and sexual harassment prevention.

### **POSTING**

This policy shall be posted in conspicuous places throughout each of the departments of Multnomah County government, distributed to all department employees, chairpersons of department advisory and policy-making groups, and agency-specific recruiting sources and vendors.

### **AFFIRMATIVE ACTION PLAN UPDATE**

The Board of County Commissioners establishes the following standards for the preparation and implementation of the annual affirmative action plan update.

The affirmative action plan update shall contain:

1. Required statistical analyses of County's work force and availability of women and minorities in the work force.
2. Annual affirmative action goals for employment of women and minorities in the County's work force.
3. Direction for affirmative action in County-wide support/program areas of monitoring recruitment and selection, complaints and counseling, training, promotions, retention, accountability/reporting, information systems and communications and the assignment of responsibility for the accomplishment of such affirmative actions.
4. Identify any program action needed to include the disabled in the work force.



## DIVERSITY-BASED AFFIRMATIVE ACTION

Multnomah County recognizes that "diversity" as a conceptual tool serves an important governmental interest when its purpose is consistent with the remedial focus of Title VII, and buttress the objective of an affirmative action program. Diversity can, as an employment objective, bring to a position the perspective or conduct viewed as critical to the organization's mission and its ability to deliver services to particular population groups. For the purposes of a diversity-based affirmative action, diversity may be considered as one factor among many, when a diversity-based interest would:

1. Discourage the affects of prior discrimination on the aspiration of an under-represented group by providing a role model, demonstrating that success is attainable.
2. To eliminate tokenism/isolation by assuring a critical mass from under-utilized groups.
3. In limited circumstances, the ability to serve or reach out to specific audiences may require an employee who speak and/or share group characteristics of a particular culture. Thus, authenticity may dictate a preference. Care must be taken to avoid stereotypical views of genuineness or to un-necessarily limit opportunities.
4. A diversity interest may justify decreasing reliance on selection process results and increasing recognition of the processes imperfections, rendering race or gender a factor worth considering to directly overcome barriers to diversity.
5. To break and eliminate artificial "glass ceilings" that hinder the advancement and upward mobility of affected class persons.

When diversity-based affirmative action strategies are used, the protected class status of an affected class should not be the sole criteria for placement; and the distribution of the burden on non-affected class persons should ensure that ample options remain open in a race/sex-neutral way.

## EFFECTIVE DATE/DURATION OF PLAN

This plan is effective upon adoption by the Board of County Commissioners, and remains in effect until the Board adopts a subsequent plan, or as when such goals are achieved by this plan. The plan will be reviewed and modified annually by the Affirmative Action Office.

Any person having questions or concerns relevant to this policy, or the County's Affirmative Action Program, should contact the City/County Affirmative Action Office, 823-4164 or TTD (for hearing and speech impaired) 248-5040 for further information.







**POLICY  
IMPLEMENTATION  
STRATEGY**



## Guidelines

1. **Communications** - The County will take appropriate steps to ensure that all employees are advised of this policy of nondiscrimination and of its interest in actively and affirmatively providing equal employment opportunity, such as:
  - A. Communication media, including bulletin boards, personal letters mailed to employees, and in-house publications, will emphasize this subject.
  - B. All management and any others in a position to implement this policy, including those engaged in recruiting, training, and other personnel activities, will be fully advised of the policy and of their responsibilities with respect to it.
  - C. The County will establish a system of communication and feedback controls within all management and department levels to ensure application of the policy throughout the entire Department.

Responsibility: Affirmative Action Office, Employee Services, Department Managers.

2. **Recruitment** - The County will seek qualified minority, female, and disabled applicants for all job categories and will make specific efforts to increase such minority, female, and disabled persons representation in occupations at the higher levels of skill and responsibility.
  - A. All schools, colleges, employment offices, and other recruiting sources used by the County will be advised in writing of this policy and will be asked to refer qualified minority, female, and disabled applicants.
  - B. Recruiting programs at colleges will include those attended by substantial numbers of minority/female/disabled persons.
  - C. Where appropriate, employment advertisements will be placed in newspapers which are widely read by, and devoted to the interest of, protected class groups. In addition, the County will request appropriate protected class groups agencies to assist in making known the County's policy and will advise such groups of available employment opportunities. It will also encourage similar employment referrals from present employees.

Responsibility: Affirmative Action Office, Employee Services.

3. **Placement and Promotions** - The County will review job categories where under-utilization of minority and female persons exist and will seek to determine the cause for such situations. When necessary, remedial efforts may include such actions as the following:
  - A. More vigorous recruitment of qualified minority and female candidates.



- B. Special discussions with appropriate management, supervisory or other personnel regarding the County's policy and its desire to ensure utilization of qualified minority and female personnel at all job levels.
- C. Re-evaluate qualifications of the lower echelon of minority/female employees to determine whether their skills and capabilities may be more fully utilized at higher job levels or would warrant their transfer to other types of jobs more readily leading to advancement.
- D. Placement, promotion, and transfer activities, at all levels, will be monitored to ensure that full consideration, as required by the County policy, has been given to qualified minority and female employees.

Responsibility: Affirmative Action Office, Employee Services Division.

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

Class specifications will be job related, based on essential functions, and shall not include unlawful discriminatory factors. Class specifications will be periodically reviewed, evaluated, and revised, as needed. The qualifications required for entry level positions should be the minimum needed for entrance into the class as to education, experience, skill, knowledge, ability and other related requirements.

Responsibility: Employee Services Division.

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

For the purpose of this plan, no selection procedure shall be administered or acted on as a selection tool which perpetuates discrimination or has a disparate impact against an affected class, based on availability, unless the test is valid, and is predictable of job performance. A selection procedure is any measure, combination of measures, or procedures used as a basis for an employment decision. Employment decisions include hiring, promotion, referral, retention, and selection for training or transfer when it leads to any of the other decisions listed. Selection procedures include traditional paper and pencil tests, performance tests, training programs, probationary periods, informal or casual interviews, unscored application forms, and physical, educational, background and work experience requirements.

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



Responsibility: The Employee Services Division will notify the Affirmative Action Office of any test having an adverse impact on minority and/or female candidates. Both the Employee Services Division and Affirmative Action Office will determine the best course of action to correct this problem.

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

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

Responsibility: Affirmative Action Office, Employee Services Division, Departments/Divisions.



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

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

Responsibility: Affirmative Action Office, Employee Services Division, Departments.

Working Conditions and Facilities: None of the County's facilities will be segregated. All facilities will be brought into compliance with the American with Disabilities Act in a timely manner.

Responsibility: Affirmative Action Office, Departments.

Layoffs and Terminations: Whenever necessary to reduce our work force, layoff or recall to work will be made without regard to race, color, sex, age, national origin, religion, physical or mental disability, or veterans' status. When it becomes necessary to terminate any employees, such termination will be without discrimination due to race, color, religion, sex, age, national origin, physical or mental disability, or veterans' status. The County will review layoffs, bumping, and workforce reductions to determine any adverse impact on the County's affirmative action program.

Responsibility: Affirmative Action Office, Employee Services Division.



## **BOARDS-COMMISSIONS-ADVISORY BODIES**

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

Responsibility: Chair's Office, Board of County Commissioners, Departments.

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

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

Responsibility: Affirmative Action Office.

## **WRITTEN PLAN/AVAILABILITY** **(41 CFR § 60-2.21(a))**

The County maintains a written affirmative action plan, which is available for review at the Affirmative Action Office, Office of the Chair, Office of the Board of Commissioners, Sheriff's Office, District Attorney's Office, Auditor's Office, Departments, and the Library.

### **Document Intent**

While this document is not intended and should not be construed to create an employment contract or as a document granting any rights of action between Multnomah County and its employees or potential employees, the County views the principles of equal employment opportunity and a program of affirmative action as a vital element in the employment process and as a hallmark of good management. Therefore, it is expected that all persons will be guided by the intent of this plan.

### **Policy Changes**

The City/County Affirmative Action Office will be responsible for disseminating changes and revisions in the policies and/or procedures contained in this plan to all department heads. Department heads, in turn, will be responsible for ensuring that the department employees are informed of all policy and program changes.

All policy changes must be approved by the Board of County Commissioners prior to becoming effective.







**GENERAL OBJECTIVES  
OF THE  
AFFIRMATIVE ACTION  
PROGRAM**



## GENERAL OBJECTIVES OF THE AFFIRMATIVE ACTION PROGRAM

Pursuant to the Equal Employment Opportunity/Affirmative Action Policy, the County's principal objectives include:

- Establishing flexible annual and long-range affirmative action objectives, and putting forth good-faith effort strategies in an attempt to correct identified under-utilization in employment classifications or categories.
  - Responsibility: Board of County Commissioners  
Affirmative Action Office  
District Attorney  
Sheriff  
Auditor
- Taking affirmative action measures to remedy employment discrimination if it is shown to exist.
  - Responsibility: Affirmative Action Office  
Employee Services Division  
Department Managers  
District Attorney  
Sheriff  
Auditor
- Pursuing programs which accommodate and increase access and employment opportunities for the disabled.
  - Responsibility: Affirmative Action Officer  
Employee Services Division  
Department Managers  
District Attorney  
Sheriff  
Auditor
- Maintaining a work environment free of illegal discriminatory practices, racial, sexual and religious harassment, and eliminating barriers to equal employment opportunities.
  - Responsibility: All Employees
- Monitoring and actively enforcing the principles contained in the plan.
  - Responsibility: Affirmative Action Office  
Board of County Commissioners  
District Attorney  
Sheriff  
Auditor



- Developing an increased awareness and recognition of cultural differences throughout the County's work force through education and training.
  - Responsibility: Affirmative Action Office  
Employee Services Division
- Assuring that, through training, management and supervisory personnel are well informed of their responsibilities in providing equal employment opportunity.
  - Responsibility: Affirmative Action Office  
Employee Services Division
- Assigning various levels of responsibility to direct, manage and oversee the County's affirmative action efforts.
  - Responsibility: Multnomah County Chair  
Department Managers  
District Attorney  
Sheriff  
Auditor







# **COMPLIANCE**



## COMPLIANCE WITH FEDERAL STATUTES AND REGULATIONS

This plan has been developed to comply with applicable federal statutes and regulations requiring separate equal employment opportunity and affirmative action statements on the following:

### **SEX DISCRIMINATION** **(41 CFR § 60-2.13(h), 60-20)**

To comply with federal sex discrimination guidelines, Multnomah County will follow these procedures and practices:

1. Candidates from both sexes will be recruited for all jobs without a bona fide occupational qualification exception.
2. Advertisements will not express a preference for applicants of a particular sex without a bona fide occupational qualification exception.
3. Written personnel policies indicate that there will be no discrimination on the basis of a person's sex.
4. Employees and applicants of both sexes shall have equal opportunities to be considered for available job that they are qualified to perform.
5. The County will make no distinction based on a person's sex in employment opportunities, wages, hours of work, employee benefits, or any other condition of employment.
6. The County will provide appropriate physical facilities for both sexes. Lack of facilities will not be used to deny applicants of either sex employment opportunities.
7. Where seniority lists or lines of progression are used, they shall not be based on an employee's sex.
8. As openings occur, the County will undertake affirmative action measures to recruit and place women in those jobs which have been identified as under-utilized based on labor market availability.
9. Women will have equal opportunity to participate in training programs sponsored by the County, and the County will make special efforts to include women in any management training programs that are offered.



## **DISCRIMINATION BASED ON RELIGION OR NATIONAL ORIGIN**

**(41 CFR § 60-50)**

Multnomah County does not discriminate against employees or applicants because of their religion or national origin. The County makes reasonable efforts to accommodate the religious observances and practices of present and prospective employees unless such accommodation creates undue hardship on the conduct of the County's activities, provision of services, financial resources or creates serious personnel problems.

## **DISABLED VETERANS OR VETERANS OF THE VIETNAM ERA**

**(Sec. 402, Public Law 93-508, 38 USC § 2012)**

Multnomah County is committed to taking affirmative action to employ and advance in employment qualified disabled veterans and veterans of the Vietnam era, and does not discriminate against any employee or applicant for employment because of that individual's status as a disabled veteran or veteran of the Vietnam era.

A "disabled veteran" means a person who is entitled to disability compensation under laws administered by the Veterans Administration for disability rated at 30 percent or more, or a person whose discharge or release from active duty was for a disability incurred or aggravated in the line of duty. A "veteran of the Vietnam era" is an individual with 180 days or more of active service and who served in the armed forces between August 4, 1964 and May 7, 1975.

This obligation to take affirmative action to employ and advance qualified disabled veterans and veterans of the Vietnam era will be executed through the implementation of this affirmative action plan as required by the Vietnam Era Veterans Readjustment and Assistance Act of 1974 and the implementing regulations.

Under the affirmative action obligation imposed by the Vietnam Era Veterans Readjustment Assistance Act of 1974, the following veterans preference program has been adopted under Multnomah County's Personnel Rule 10.07:

Each eligible veteran or disabled veteran furnishing the required proof of eligibility who has successfully completed all phases of an examination shall be allowed preference on the list established as a result of the test. Preference means that to the score of a veteran, five (5) points will be added; to the score of a disabled veteran, ten (10) points will be added. All such points will be added to the total combined test score and not to any single part of the examination.



**AFFIRMATIVE ACTION FOR DISABLED PERSONS**  
**(Public Law 93-112 and P.L. 101-336)**

**Factors Relative to the Disabled**

The Rehabilitation Act of 1973, specifically Sections 503 and 504, requires that recipients of federal funds, which includes Multnomah County, must take affirmative action to provide employment opportunities to otherwise qualified persons with disabilities. The Americans with Disabilities Act of 1990 further defines employment nondiscrimination requirements including the requirement to provide reasonable accommodations for qualified persons with disabilities.

**A. Definition of Person with a Disability**

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

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

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

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

**B. Interpretation of Terms in Definition**

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

a. Any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the following body respiratory, speech organs, cardiovascular, reproductive, digestive, genito-urinary, hemic and lymphatic, skin, and endocrine, or any mental or psychological disorder, such as mental retardation, emotional or mental illness, and specific learning disabilities.

b. Generally, major life activities are activities that an average person can perform with little or no difficulty. Examples are:

- |                           |                      |
|---------------------------|----------------------|
| • walking                 | • learning           |
| • speaking                | • caring for oneself |
| • breathing               | • working            |
| • performing manual tasks |                      |



- c. "Has a record of such impairment" means has a history of, or has been misclassified as having, a mental or physical impairment that substantially limits one or more major life activities.
- d. "Is regarded as having such an impairment" means (1) has a physical or mental impairment that may not substantially limit major life activities but that is treated by an employer as constituting such a limitation; (2) has a physical or mental impairment that substantially limit major life activities only as a result of the attitudes of others toward such impairment; or (3) has no impairments but is treated by an employer as having such an impairment.

To come within the protection of this plan, a disabled individual must be able to perform with or without reasonable accommodation, the duties of the position occupied or sought. "Able to perform," shall mean:

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

**Exception: Significant Risk to the Individual and to Others**

- (1) Notwithstanding other provisions of these rules, a position which by its very nature includes a significant risk of substantial harm to co-workers or the general public need not be filled by a disabled individual if, even with reasonable accommodation, the significant risk is materially enhanced because of the individual's impairment.
- (2) To meet the provisions of subsection (1) of this rule it must be demonstrated that, as it affects the performance of the actual job duties, the individual's impairment with or without reasonable accommodation would most likely result in a significant injury or incapacitation to the individual co-workers or the general public than is true for others qualified to perform such work and not so impaired.

Individuals with acute disabling conditions such as appendicitis, broken arms, pulled muscles, etc., which are not stabilized will not meet the definition of "disabled person" until the permanence of the residual medial impairment is determined and the condition has been demonstrated.



### C. Availability

Due to the unique characteristics of each type of disability, identification barriers and the wide degree of impairments, numerical availability factors are difficult to establish.

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

### **NONDISCRIMINATION IN PROGRAMS AND SERVICES**

As a recipient of Federal financial assistance, Multnomah County, Oregon does not exclude, deny benefits to, or otherwise discriminate against any person on the grounds of race, color, or national origin, or on the basis of handicap or age in admission to, participation in, or receipt of the services and benefits of any of its programs and activities or in employment therein, whether carried out by Multnomah County directly or through a contractor or any other entity with whom Multnomah County arranges to carry out its programs and activities.

This statement is in accordance with the provisions of Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, and Regulations of the U.S. Department of Health and Human Services issued pursuant to the Acts, Title 45 Code of Federal Regulations Parts 30, 34, and 91. (Other Federal laws and Regulations provide similar protections against discrimination on the basis of sex and creed.)

In case of questions concerning this policy, or in the event of a desire to file a complaint alleging violations of the above, contact the Affirmative Action Office, 823-3113, or contact the:

OFFICE FOR CIVIL RIGHTS  
U.S. Department of Health and Human Services  
Region X  
Third & Broad Bldg., M/S 501, 2901 Third Avenue  
Seattle, WA 98121  
Phone: (206) 442-0473  
TTY: (206) 442-7486

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

For the purpose of this Plan, the County departments shall be deemed to be in compliance with its commitment to this policy if it meets the goal or time tables established by this plan, or if it makes a good-faith effort to meet these goals or time



tables as shown by review of recruiting, hiring, promotional, complaints and compliments records. In the event of failure of the Department to meet the goals or time tables, it shall be given an opportunity to demonstrate that it has made "good-faith effort(s)" to meet its commitment(s).

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

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

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







**DISSEMINATION OF THE POLICY**  
**(4 CFR § 60-2.13(B); 60-2.21(a)**  
**(11); (b)(4)**



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

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

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

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

Responsible Personnel: Affirmative Action Officer

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

Responsible Personnel: Affirmative Action Officer

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

Responsible Personnel: Affirmative Action Officer  
Executive Managers

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

Responsible Personnel: Affirmative Action Officer  
Employee Orientation Coordinator  
Training Coordinator

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

Responsible Personnel: Affirmative Action Officer  
Labor Relations Manager

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

Responsible Personnel: County Managers



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

Responsible Personnel: Labor Relations Division  
Contract Managers

B. Externally

41 CFR § 60-2.21(b) (1988)

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

Responsible Personnel: Affirmative Action Officer

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

Responsible Personnel: Employee Services Division

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

Responsible Personnel: County Counsel  
Purchasing Agents

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

Responsible Personnel: Purchasing/Contracting Agents

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

Responsible Personnel: Employee Services Division







**EXECUTION AND IMPLEMENTATION  
RESPONSIBILITIES  
(41 CFR § 6002.13(c))**



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

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

**A. County Chair - [41 CFR § 60-2.20]**

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

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

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

1. Approve and set policies to establish the general climate for an affirmative action program.
2. Approve funding for affirmative action programs.
3. Support the drive to implement the plan for positive program results.
4. Set an example for equal employment opportunity through their recruiting and hiring practices.
5. Evaluate annually an affirmative action performance and compliance report presented to the Board of County Commissioners by the Chair or the Affirmative Action Officer.
6. Require affirmative action performance to be reported as part of the budget process.

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

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



1. Know the purpose, goals and objectives of Multnomah County's Affirmative Action Plan;
2. Adhere to the equal employment opportunity and affirmative action program of Multnomah County;
3. Actively promote the general climate for a viable affirmative action program within their jurisdiction;
4. Quarterly evaluate the effectiveness and efficiency of the Office/Department's affirmative action progress;
5. Hold supervisory level personnel and staff accountable for program compliance;
6. Act as the final departmental authority on decisions regarding discrimination complaints filed and formally investigated; and
7. Work with the Affirmative Action Office to implement this plan.

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

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

1. Establish and monitor his/her department's affirmative action program goals and objectives in accordance with the County's affirmative action program.
2. Assist to ensure that good-faith efforts are made to recruit minority group members, females, and the disabled in proportion to their availability in the labor force.
3. Ensure that progress is being made towards achieving his/her department's affirmative action goals in accordance with the County's affirmative action program.
4. Maintain an environment free of harassment, intimidation, insults or ridicule based on race, color, religion, sex, sexual orientation, national origin, age, or disability.
5. Assist in providing career counseling and guidance for minority, female, and disabled employees, where under-utilization exists, and encourage them to prepare for jobs which afford greater opportunities for advancement.
6. Ensure that affirmative action and equal opportunity principles are carried out in the selection, training, promotion, performance evaluation, work assignments, classification, assignment of overtime and additional duties and all other terms and conditions of employment;



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



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

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

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



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

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

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

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

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

1. Administer the County's personnel system in accordance with merit and affirmative action principles by periodically reviewing personnel policies, rules and procedures to assure that they are supportive and consistent with the County's AA/EEO policy;
2. Review at least annually the division personnel practices including training programs, recruitment, job descriptions, testing and scoring patterns to identify possible road blocks to equal employment opportunity and take appropriate remedial actions;
3. Require the personnel analysts to perform specific duties which directly support the affirmative action effort. Their duties will include, but are not limited to, the following:
  - (a) Support and assist the Affirmative Action Officer and department managers in identifying affirmative action issues or concerns;



- (b) Assist assigned departments in the development of temporary utilization goals/timetables;
  - (c) Maintain records pertinent to determining the status of women, minorities, and the disabled in the County's work force;
  - (d) Assist the Affirmative Action Officer in the investigation of discrimination complaints;
  - (e) Report the under-utilization of women and minorities in their assigned department to the Affirmative Action Officer and department managers;
  - (f) Ensure that testing, interviewing, and screening are conducted in accordance to EEO law and regulations. Specifically, the selection procedures utilized shall be job related to minimize or eliminate elements considered discriminatory;
  - (g) Conduct all recruitment efforts in a manner which ensures that women, minorities, and the disabled are afforded an equal opportunity to apply for employment with Multnomah County, Oregon;
  - (h) To conduct all of their duties in accordance with County Personnel Rules, union contracts, County ordinances, directives, and with special adherence to EEO laws and affirmative action policies.
4. Assist the Affirmative Action Officer in ensuring that prompt and effective measures are taken by department management to correct equal opportunity problems as they are identified.
  5. Monitor all transfer and promotional procedures to ensure that all employees who are eligible for such transfers and/or promotions are given equal consideration.
  6. Assist and support managers in carrying out their equal employment opportunity duties.
  7. As part of the performance evaluation of all personnel staff, evaluate their good-faith efforts to achieve equal opportunity results in compliance with the objectives of this Plan.

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

The Affirmative Action Officer shall have overall responsibility and accountability for monitoring and assuring compliance with this Plan and all relevant EEO guidelines; shall be empowered to investigate as the agent of Multnomah County, any complaint regarding an alleged act of discrimination; may monitor from time to time the MBE/FBE



function to enhance the County's response to contracting issues; may conduct affirmative action performance reviews to measure program conformance; and may recommend modifications to the County's personnel practices to strengthen the County's affirmative action efforts.

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

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



- iii. Determines the degree to which the County's goals and objectives are being attained.
13. Monitor from time to time program and service delivery systems to assure non-discriminatory practices.

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

All employees of Multnomah County are expected to:

1. Become familiar with the affirmative action program; and
2. Concur with the goals and objectives established by this Plan; and
3. Act in accordance with the precepts of non-discrimination, equal and fair employment practices.
4. Demonstrate sensitivity and respect to fellow employees and the public around cultural diversity issues.
5. Assist with identifying AA/EEO problems, concerns, and needs.
6. Assist in the investigation of, or resolution to, discrimination/harassment complaints.

City/County Advisory Committee on the Disabled:

The disability coordinator of the Metropolitan Human Relations Commission shall have the following responsibilities:

1. Assist the City/County Affirmative Action Office in developing policy and programs in adherence to local, state and federal equal employment opportunity laws for the disabled.
2. Assist and participate in training sessions for County employees regarding laws that protect individuals with disabilities.
3. Assist and participate in awareness training sessions for County employees that focus on eliminating attitudinal barriers that persons with disabilities face.
4. Participate in the Disabled Access Grievance Procedures.
5. Recommend methods to ensure that persons with disabilities are informed of programs and services provided by the County.
6. Provide technical assistance to the County in assuring compliance with local, state, and federal laws protecting persons with disabilities.



7. Staff a volunteer citizen's committee whose responsibility is to assist the County in assuring compliance with local, state and federal laws protecting persons with disabilities. This committee provides input concerning disability issues and employment practices with respect to individuals with disabilities.
8. Serve as a liaison between the County and the public.
9. Assist the City/County Affirmative Action Office in monitoring and evaluating the County's programs and services to ensure equal opportunity for persons with disabilities.

County Counsel's Office:

The County Counsel's Office is responsible for reviewing and advising on all legal matters and handling all suits, matters, and proceedings in which the County may have a legal interest. The County Counsel's Office provides legal counsel to the City/County Affirmative Action Office on issues relating to implementation of this plan.







# TRAINING



## TRAINING:

- A. The City/County Affirmative Action Office is responsible for training which will focus on three specific areas:

1. General Affirmative Action Training

This training will provide employees, managers, and supervisors with an overview of the affirmative action plan's content and each party's specific responsibility under the plan.

2. Cultural Awareness Training

This training will support the present cultural awareness training to increase employee's knowledge of other group's perspectives, including values and sensitive issues, and to understand the impact of these values on the work environment.

3. Specific Affirmative Action Skills Training

This training will be provided to teach employees specific skills, i.e., EEO Investigation, EEO Counseling, affirmative action planning and goal setting, EEO regulations and employee interviews, developing action strategies and program designs and creating a quality work place for cultural diversity.

- B. The City/County Affirmative Action Office will work with the Employee Services' Training Unit to develop monitoring systems to ensure equal opportunity for training is fully extended in the County.







# COMPLAINT PROCEDURE<sup>1</sup>

Individuals covered by these procedures include any person who is visiting on property operated under Multnomah County, recipient of services provided by Multnomah County, and all persons who are employees of the County or applicants for employment.

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<sup>1</sup>A department/office process of complaint investigation may vary from those contained in this section. However, all departments/offices will ensure a fair and thorough investigation of all discrimination complaints.



## MULTNOMAH COUNTY PROHIBITED DISCRIMINATION/HARASSMENT COMPLAINT PROCEDURE

### General:

There are two types of complaints - internal and external. Former employees, current employees and applicants for employment may make use of both internal and external complaint procedures. Internal complaints are complaints filed with the Affirmative Action Office on a formal complaint form. External complaints are those filed with an outside enforcement agency or the courts. No procedures discussed herein are intended to create any private right of action on behalf of any person, nor alter any substantive rights held by any person. Furthermore, nothing in these procedures create a right of action against the County for following or not following these procedures. The establishment of County internal procedures does not diminish the rights of any person to file a formal union grievance, or a formal complaint with a state or federal agency. However, a complaint will not receive parallel review under the County's internal complaint resolution procedure while it is pending before an external body, unless the issue is of a systemic nature.

### Definition of Discrimination or Harassment for Internal Complaint Resolution

- A. Discriminatory or harassing conduct includes: (1) verbal discrimination or harassment, (e.g., epithets, derogatory comments or slurs); (2) acts of physical intimidation, (e.g., assault, impeding or blocking movement, physical interference with normal work); and (3) visual intimidation, (e.g., through posting of derogatory posters, cartoons or drawings, etc.)
- B. Factors to be taken into account in evaluating complaints of discrimination or harassment include whether the alleged conduct: (1) has the purpose or effect of creating an intimidating, hostile, or offensive environment; and (2) is sufficiently pervasive so as to alter the conditions of employment or terms of services; and (3) is severe and persistent, and affects the psychological well-being of an employee or applicant.

### How to File an Internal Complaint:

1. Any individual who feels he/she has been the victim of prohibited discrimination or harassment should attempt to indicate to the responsible person(s) the inappropriateness of their conduct.
2. An employee should also discuss such concerns with his/her immediate supervisor. This will provide the supervisor with an opportunity to review the concerns of the individual. In many instances, the supervisor will be able to develop a swift, informal, and satisfactory resolution of the problem.



3. If the employee does not feel comfortable discussing the concerns with an immediate supervisor, the employee may contact either the bureau EEO Representative or the City/County Affirmative Action Office. (Former employees or applicants for employment should contact the City/County Affirmative Action Office.)
4. For individuals filing a complaint with the Affirmative Action Office, complaints must be filed on a formal complaint form used by the Office. Department or Division investigation request must be forwarded by memorandum to the Office in order for an investigation to be conducted.
5. A bureau EEO Representative or the City/County Affirmative Action Office will complete the following investigative steps upon receipt of a complaint:
  - a. Investigate the complaint.
  - b. Determine whether there is reason to believe prohibited discrimination or harassment has occurred.
  - c. Attempt informal resolution of the complaint.
  - d. Document the investigation and resolution efforts and communicate the results to the complainant and appropriate management personnel and the accused.
  - e. Where corrective action is considered to be appropriate, communicate that fact to management personnel who will determine the appropriate corrective or disciplinary action in accordance with County personnel rules, disciplinary rules, or applicable collective bargaining agreement.
  - f. Consistent with applicable rules and collective bargaining agreements, in determining the appropriate corrective action a responsible manager will consider, inter alia:
    - the severity of the conduct,
    - nature of the action,
    - position/authority of the perpetrator,
    - number/frequency of encounters,
    - apparent intent of the perpetrator,



- relationship of the parties,
- provocation/response of complainant,
- effect of action on complainant, and
- effect of action on the work environment.

#### External Discrimination Complaints

- A. An external discrimination complaint is defined as any complaint of discrimination that is filed with a court or a state or federal enforcement agency.
- B. External discrimination complaints are handled by the Office of County Counsel. Any employee who receives a copy of notice of an external discrimination complaint shall immediately forward that complaint to the Office of County Counsel. The County Counsel will ensure that the City/County Affirmative Action Office and the department involved are apprised of the filing of the complaint.
- C. No parallel investigation of such complaints will be conducted by any person or entity without prior consultation with the Office of County Counsel in order to enable a coherent investigation to occur and maintain attorney-client privilege. No statements, oral or written, should be made in reference to the complaint without prior consultation with the Office of County Counsel.

#### Employee Cooperation

All employees who have knowledge of or information on the issues involved in complaints are expected to cooperate in any authorized investigation.

#### Retaliation

No retaliation or adverse action in any form shall be taken against any employee or applicant because he/she has filed a complaint or participated in providing information regarding a complaint of unlawful discrimination.

It is unacceptable conduct for any manager to demote, suspend, reduce, fail to hire or consider for hire, fail to give equal consideration in making employment decisions, fail to treat impartially in the context of any recommendations for subsequent employment which the manager may make, adversely affect working conditions or otherwise deny any employment benefit to an individual because that individual has opposed practices prohibited by these procedures or has filed a complaint, testified, assisted or participated in any manner in an investigation, proceeding, or hearing conducted to determine alleged violations to acts declared inappropriate by these procedures, and/or other appropriate regulations.







## Sexual Harassment Policy

Multnomah County is dedicated to ensuring that employees work in environments free of "sexual harassment" as defined by federal, state, and/or local laws.

Acts of sexual harassment are serious infractions of public policy and constitute misconduct. Acts of sexual harassment, which are in violation of this policy, constitute just cause for disciplinary action, up to and possibly including dismissal from Multnomah County.

The term "Sexual Harassment" includes any unwelcome sexual advances, requests for sexual favors, or any other verbal or physical behavior of a sexual nature when:

- Submission to the conduct is an explicit or implicit term or condition of employment; and/or
- Submission to or rejection of such conduct by an individual is used as a basis for employment decisions affecting that person.

Additionally, harassment as defined by this policy includes verbal or physical conduct that denigrates or shows hostility or aversion towards an individual because of gender and that: (i) has the purpose or effect of creating an intimidating, hostile, or offensive work environment; (ii) has the purpose or effect of unreasonably interfering with an individual's work performance; or (iii) otherwise adversely affects an individual's employment opportunities.

Examples of harassing conduct include, but are not limited to, the following: (i) jokes, slurs, negative stereotyping, or threatening, intimidating, or hostile acts related to gender; (ii) written or graphic or obscene material and/or objects that denigrate or show hostility or aversion towards an individual because of gender, which is placed on walls, bulletin boards, or elsewhere on the premises or circulated in the workplace; and (iii) physical movement of a sexual nature impeding or blocking the physical movement of another person, unwanted touching and/or physical contact, staring or leering, and bodily movements suggestive of sexual activity.

**NOTE: Harassing conduct may be challenged even if the complaining employee(s) is not the intended target(s) of the conduct.**

### **Complaint Process:**

1. Sexual harassment complaints will be processed in accordance with complaint procedures described in the Affirmative Action Plan (pages 45-48) or as found in Administrative Procedure #AFF-1 of the Administrative Procedures Manual, and as outlined in this section.
2. Sexual harassment complaints may also be filed with the State of Oregon Civil Rights Division, United States Equal Employment Opportunity Commission, or through the Union grievance procedure.



### **Responsibility of Individual Employees:**

Each individual employee has the responsibility to refrain from sexual harassment in the workplace.

The harassing employee will be subject to disciplinary action up to and including discharge in accordance with departmental policy or a bargaining agreement, as appropriate.

### **Procedures for Filing a Complaint:**

An employee who either observes or believes herself/himself to be the object of sexual harassment should deal with the incident(s) as directly and firmly as possible by clearly communicating her/his position to the supervisor, Affirmative Action Office, and/or offending employee. It is not necessary for sexual harassment to be directed at the person making the complaint.

The following steps may also be taken: document or record each incident (what was said or done, any witnesses, the date, the time, and the place). Documentation can be strengthened by written records such as letters, notes, memos, and telephone messages.

No one making a complaint will be retaliated against even if a complaint made in good faith is not substantiated. In addition, any witness will be protected from retaliation.

The process for making a complaint about sexual harassment falls into several stages.

- Direct Communication. If there is sexually harassing behavior in the workplace, the harassed employee should directly and clearly express his/her objection that the conduct is unwelcome and request that the offending behavior stop. The initial message may be verbal. If subsequent messages are needed, they should be put in writing in a note or a memo.
- Contact with Supervisory Personnel. At the same time direct communication is undertaken, or in the event the employee feels threatened or intimidated by the situation, the problem must be promptly reported to the immediate supervisor or the Affirmative Action Office. If the harasser is the immediate supervisor, the problem should be reported to the next level of supervision or the Affirmative Action Office.
- Formal Written Complaint. An employee may also report incidents of sexual harassment directly, bypassing internal complaint processes, to the Affirmative Action Office. The Affirmative Action Office will counsel the reporting employee and be available to assist with filing a formal, written complaint. The Office will fully investigate the complaint, and advise the complainant and the alleged harasser of the results of the investigation.



### **Responsibility of Management/Supervisory Personnel:**

Each manager and supervisor is responsible for maintaining the workplace free of sexual harassment. This is accomplished by promoting a professional environment and by dealing with sexual harassment as with all other forms of employee misconduct.

Specifically, a supervisor must address an observed incident of sexual harassment or a complaint with seriousness, take prompt action to investigate it, report it and end it, implement appropriate disciplinary action, and observe strict confidentiality. This also applies to cases where an employee tells the supervisor about behavior considered sexual harassment but does not want to make a formal complaint.

In addition, supervisors must ensure that no retaliation will result against an employee making a sexual harassment complaint. The complaint process is as follows:

1. Any complaint of sexual harassment should receive the immediate attention of the supervisor or manager to whom it is made and should be reported immediately to the Affirmative Action Office.
2. Because of their sensitive nature, complaints of sexual harassment should be investigated with particular care and should remain, to the extent possible, strictly confidential.
3. In no event will information concerning a complaint of sexual harassment be released to third parties or to anyone not involved with the investigation or needing the information. The purpose of this provision is to protect the confidentiality of the employee who files a complaint, to encourage the reporting of any incidents of sexual harassment, and to protect the reputation of any employee wrongfully charged with sexual harassment.
4. Once the complaint has been received, the supervisor or manager must identify the offensive behavior to the accused. If, within 7 days, the situation is not settled between the complainant and the accused *or* the discriminatory behavior has not ceased, then
5. Initiate a full investigation on the allegations within 14 working days. The investigation will include:
  - testimony of complainant
  - testimony of accused
  - testimony of witness

All testimony will become a matter of written record.



6. The investigation of a complaint shall be completed no later than 35 calendar days from the date the complaint was received alleging harassment.
7. The Affirmative Action Officer may extend the time limit for completing an investigation upon a showing by the investigator that the investigation cannot be completed within five weeks or that there exists compelling reasons for an extension.
8. The complainant and the accused will be notified in writing on the investigatory findings.
9. If the investigation reveals that the complaint is valid, prompt disciplinary action designed to stop the harassment immediately and to prevent its recurrence will be taken.
10. Management will conduct a follow-up session with both parties after seven working days to determine the revised state of the situation. In the event that the situation has improved, the supervisor will document this and close the file. Should this situation revert to discriminatory behavior, then the process will continue from where it left off, namely, to investigate the matter and possibly turn it over to the Affirmative Action Office for investigation and final resolution.

#### **Frivolous Complaints:**

False and frivolous charges refer to cases where the accuser is using a sexual harassment complaint to accomplish some end other than stopping sexual harassment. It does not refer to charges made in good faith which cannot be proven. Given the seriousness of the consequences for the accused, a false and frivolous charge is a severe offense that can itself result in disciplinary action.

A complaint may be considered frivolous only after the investigation is complete, and the evidence indicates:

1. the complainant had no factual basis for alleging harassment; and
2. the complainant intended to unfairly hurt, harm, or damage the reputation of the accused person.

#### **Retaliation Prohibited:**

No retaliation or adverse action in any form shall be taken against any employee or applicant because he/she has filed a complaint or participated in providing information regarding a complaint of unlawful sexual harassment.



**Harassment/Sexual Harassment Complaint Form:**

Upon the adoption of the Affirmative Action Plan, all initial allegations of harassment/sexual harassment, covered under appropriate policies, **must** be recorded on the official "Harassment/Sexual Harassment Complaint Form" developed by the Affirmative Action Office (EEO/H-SH). Any adaptation of the form by Multnomah County units must conform to this format.

**Consultation/Investigation:**

The Affirmative Action Office is available to counsel complainants, and investigate complaints (Office: 1220 SW Fifth Avenue, Room 104, Portland, OR 97204-1905; telephone (503) 823-4164; FAX (503) 823-4156; County TTD (503) 248-5040).

**NOTE: Managers, supervisors, and/or EEO representatives are encouraged to review the video "Handling the Sexual Harassment Complaint," by American Media Incorporated, available in the Affirmative Action Office, prior to investigating a complaint. Informational videos are also available for staff's review and training, and for employees wishing more information on this subject.**





**CITY/COUNTY  
AFFIRMATIVE ACTION OFFICE**

**Robert Phillips**  
Affirmative Action/EEO Officer  
1220 S.W. Fifth Avenue, Room 104  
Portland, Oregon 97204  
(503) 823-4164



**HARASSMENT/SEXUAL HARASSMENT COMPLAINT FORM**

Name:	(Home #):
Department:	(Work #):
Job Title:	
Immediate Supervisor:	
Basis of the harassment claim:	
1. Who was responsible for the harassment?	
2. Describe the harassment.	
First incident:	
Approximate date, time, and place:	
What was your reaction?	
Did you identify the act as unwelcome?	
List any witnesses to the act:	
Second incident:	
Approximate date, time, and place:	
What was your reaction?	

**AN EQUAL OPPORTUNITY EMPLOYER**



City/County Affirmative Action  
Harassment/Sexual Harassment Complaint Form  
Page 2

Did you identify the act as unwelcome?
List any witnesses to the act.
Subsequent incidents:
Approximate date, time, and place:
What was your reaction?
Did you identify the act as unwelcome?
List any of the witnesses to the act:
3. List any additional witnesses to the harassment:
I UNDERSTAND THAT THESE INCIDENTS WILL BE INVESTIGATED, BUT THIS FORM WILL BE KEPT CONFIDENTIAL TO THE HIGHEST DEGREE POSSIBLE.
Employee:
Date:
FOR ADMINISTRATIVE USE
Dates of investigation of complaint:
Date of final report:
Finding:



# **SEXUAL HARASSMENT POLICY**

Multnomah County  
Sheriff's Office



# MULTNOMAH COUNTY



## SEXUAL HARASSMENT POLICY STATEMENT

It is the policy of Multnomah County to ensure equal employment opportunity for the utilization of all employees, and to comply with all federal, state, or local laws regarding equal employment.

The Equal Employment Opportunity Commission (EEOC) has issued regulations under Title VII of the Civil Rights Act of 1964 entitled "Sexual Harassment."

1. The EEOC will consider any behavior constituting harassment on the basis of sex, either physical or verbal in nature, a serious violation of the Act.
2. The term "Sexual Harassment" includes any unwelcome sexual advances, requests for sexual favors, or any other verbal or physical behavior of a sexual nature including the following listed conditions:
  - A. Submission to the conduct as an explicit or implicit term or condition of employment.
  - B. Submission to or rejection of such conduct by an individual is used as a basis for employment decisions affecting that person.
  - C. The conduct has the purpose or effect of interfering with an individual's work performance, or creating an intimidating, hostile, or offensive work environment.

Examples of sexual harassment include:

1. Requesting or offering sexual favors in return for job benefits.
2. Actions that are sexual in nature such as cornering, patting, pinching, touching, or brushing against another person's body.
3. Open speculation or inquiries about another person's sex life.
4. Jokes, remarks, or innuendo that are sexual in nature about another person, or about women or men in general.
5. Display of sexually explicit material in the workplace.
6. Conditioning work benefits on submission to sexual advances or on tolerance of a sexually hostile work environment, or giving preferential treatment because of submission to sexual advances or tolerance of a sexually hostile work environment.



Under these guidelines, the EEOC will hold both the management or supervisory person and the County absolutely liable for any violations of this Act, and has the authority and power to bring legal action against either or both parties noted above in a court of law when it has been determined through their investigative procedures that such violations have taken place or exist. The law further stipulates that an employer can be held liable for sexually harassing conduct between nonsupervisory employees, where management knows or should have known of such activity, unless it can be shown that immediate action was taken to correct the conduct or situation.

### PROCEDURE

1. Any employee who believes he/she is experiencing sexual harassment should report such circumstances to County management immediately. If the employee is uncomfortable in discussing the issue with an immediate supervisor, the employee may contact the Affirmative Action Office.
2. Any employee in a supervisory role who is informed of alleged sexual harassment activities occurring within the County must, in conjunction with the Affirmative Action Office, take immediate and appropriate action, beginning with a thorough, confidential investigation of the circumstances.
3. If sexual harassment activity is found to have occurred, such activity will not be tolerated and disciplinary action, up to and possibly including dismissal, of employees who violated this policy will occur.



# **SHERIFF'S OFFICE**





***Multnomah County  
Sheriff's Office***

ROBERT G. SKIPPER  
SHERIFF

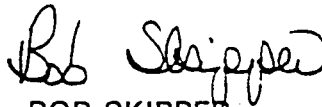
**SPECIAL ORDER**

93-16

August 17, 1993

SUBJECT: REVISION OF HARASSMENT PREVENTION POLICY  
EFFECTIVE: August 23, 1993  
CANCEL: WHEN INCORPORATED INTO AGENCY MANUAL

- I. Attached hereto is a copy of MCSO's policy regarding harassment in the work place. This Special Order and enclosed policy supersedes Administrative Procedure A2.101.000 and all previous policies regarding harassment.
- II. All MCSO members and County employees working under direct supervision of the Sheriff's Office, including line staff, supervisors, managers, and command officers, whether sworn or unsworn, shall read and comply with the provisions of this rule.
- III. If a member is unsure of their duties or responsibilities with respect to this rule, the member shall direct their inquiry through the chain of command to the member's chief deputy.

  
BOB SKIPPER  
SHERIFF

Distribution:  
A - All Personnel



## **Chapter 6**

### **Harassment and Discrimination**

- 6.01 Policy Against Harassment and Discrimination.**
- 6.02 Sexual Harassment, Generally.**
- 6.03 "Quid Pro Quo" Sexual Harassment.**
- 6.04 Intimidating, Hostile or Offensive Work Environment.**
- 6.05 Reporting Harassment; "Supervisor" Defined.**
- 6.06 Duties of Supervisors.**
- 6.07 Investigation, Generally.**
- 6.08 Time For Completing Investigation.**
- 6.09 Notification of Complaint Disposition.**
- 6.10 Retaliation Prohibited.**
- 6.11 Penalty for Violation of Harassment Policy.**
- 6.12 Frivolous Complaints.**

### **CROSS REFERENCES**

Title VII of the Civil Rights Act of 1964, 42 USC, 29 CFR 1604.11 (f)  
Americans With Disabilities Act ("ADA"),  
ORS chapter 659 - Enforcement of Civil Rights; Unlawful Employment Practices  
Article 21, Section A, Deputy Sheriff's Agreement with Multnomah County  
Article 21, Section 1.A., MCCOA Agreement with Multnomah County  
Article 24, Section 1.a., Local 88 Agreement with Multnomah County



**6.01 Policy Against Harassment and Discrimination.** (1) It is the policy of the Sheriff's Office and Multnomah County that harassment of any person on the basis of race, color, national origin, sex, age, sexual orientation, religion, political or union affiliation, physical or mental disability, or marital status is prohibited. The express purpose of this policy is to provide a work environment that is free of discrimination and harassment.

(2) The Sheriff's Office finds that harassment and discrimination injure the professional image of the agency and its members. Such practices hamper the agency's ability to fulfill its public safety mission, and may also result in costly settlements or monetary judgments.

(3) Acts of prohibited harassment or discrimination are serious instances of misconduct. Acts of prohibited harassment or discrimination may constitute just cause for reprimand, suspension or termination of the offending member.

**6.02 Sexual Harassment, Generally.** (1) Sexual harassment is a form of illegal sex discrimination. Sexual harassment is sex neutral and affects both men and women. A key element of sexual harassment is that the behavior is perceived by the victim as unwelcome and uninvited.

(2) Sexual harassment includes a sexual advance, a request for sexual favors, or other verbal or physical conduct of a sexual nature when:

- a) Made as part of a supervisor's or manager's decision to hire or fire someone;
- b) Used to make other employment decisions, such as promotions or salary adjustments;



c) The conduct has the purpose or effect of interfering with job performance or creating an intimidating, hostile or offensive working environment.

**6.03 "Quid Pro Quo" Sexual Harassment.** (1) "Quid pro quo" means "something for something." *Quid pro quo* sexual harassment occurs when:

(a) a supervisor demands, implicitly or explicitly, sexual favors in exchange for employment benefits, or

(b) threatens to take adverse personnel action against an employee if the employee refuses to participate in sexual activities, or

(c) actually takes adverse personnel action against an employee if the employee refuses to participate in sexual activities.

**6.04 Intimidating, Hostile or Offensive Work Environment.** (1) Prohibited harassment may also occur in an intimidating, hostile or offensive work environment. Such harassment may occur even though no economic harm is suffered by any employee. An intimidating, hostile or offensive work environment may exist even though the offensive conduct is not directed toward a particular employee.

(2) Conduct which may create an intimidating, hostile or offensive work environment includes speech, physical contact, and the display of offensive material in the workplace. Examples of such conduct include but is not limited to:

(a) Sexually degrading or vulgar words spoken to describe an individual, including comments about a person's body or sexual activities;

(b) Any unwelcome speech (including jokes) that disparages or is inherently derogatory of another person's race, color, national origin, sex, religion, sexual



orientation, age, political or union affiliation or physical or mental disability.

- (c) Impeding or blocking physical movement of another person;
- (d) Unwanted touching of another person, or any physical contact which disrupts the work of a third party;
- (e) Staring or leering at co-workers in the workplace.
- (f) Bodily movements suggestive of sexual activity;
- (g) Sexually suggestive or obscene letters, notes and invitations;
- (h) Sexually-oriented posters or calendars displaying suggestive or derogatory objects, photographs or words.
- (i) Failure or refusal to treat persons respectfully based on their race, color, national origin, sex, religion, sexual orientation, age, political or union affiliation or physical or mental disability.

**6.05 Reporting Harassment; "Supervisor" Defined.** (1) The Sheriff's Office encourages employees to report harassment in the workplace. Any member who believes they are a victim of harassment, or who witnesses harassment of another employee, should immediately report the incident to a Sheriff's Office supervisor.

(2) The member may report the incident to any supervisor listed in subsection (3) of this section, regardless of the chain of command of the reporting member or the alleged victim.

(3) For the purposes of this chapter, "supervisor" means and includes any member with the rank of Sergeant and above, regardless of the member's branch; any member designated as a "manager" by Multnomah County ordinance; and any other member designated by the Sheriff's Office to supervise other members.



Members assigned as acting sergeants and field training officers are supervisors for the purposes of this chapter.

(4) In addition to or in lieu of reporting the incident to a supervisor, a member may present information alleging harassment directly to the Internal Affairs Unit.

**6.06 Duties of Supervisors.** (1) Any supervisor who witnesses or receives actual notice of occurring activity or conduct that may constitute harassment has an affirmative duty to take immediate corrective action to terminate such conduct. Such corrective action may include oral reprimand, the seizure and removal of offensive material from the work place, and reporting the incident to the Internal Affairs Manager.

(2) When a supervisor receives information from an employee alleging conduct that could be construed as harassment, the supervisor shall immediately transmit the information to the Internal Affairs Manager, who shall initiate an investigation. The Internal Affairs Manager shall notify the Sheriff via memorandum detailing the allegations.

(3) All allegations of harassment or discrimination shall be taken seriously. No manager, supervisor or command officer shall inject their subjective judgment concerning the validity of the allegations in relating the incident to the investigator.

(4) A supervisor who witnesses or receives actual notice of harassment or discriminatory actions and who fails to report the same, shall be subject to disciplinary action, in addition to any other penalties provided by law.

(5) A supervisor who receives information alleging harassment shall take all



reasonable and necessary action to ensure the information is treated discreetly.

(6) No supervisor shall make any attempt to dissuade an employee from filing a complaint alleging harassment.

**6.07 Investigation of Alleged Harassment, Generally.** (1) Allegations of harassment shall be investigated by the Internal Affairs Unit in accordance with procedures governing complaint investigations generally and provisions of applicable collective bargaining agreements. The purpose of such investigation is to gather all facts relevant to the allegations so that a fair and impartial determination may be made as to whether prohibited conduct occurred.

(2) The investigator shall interview the complainant, the accused, any witness or other person who may have information relevant to the allegations.

**6.08 Time For Completing Investigation.** (1) In order to protect the interests of the complainant, the accused member and to minimize the disruption in the workplace, investigations shall be conducted promptly and thoroughly.

(2) Except as provided in subsection (3) of this section, the assigned investigator shall complete the investigation no later than 35 calendar days from the date the Internal Affairs Unit receives the information alleging harassment.

(3) The Sheriff or his designee may extend the time limit for completing an investigation upon a showing by the Inspector that an investigation cannot be completed within five weeks or there exist compelling operational reasons for an extension.

**6.09 Notification of Complaint Disposition.** (1) If the complainant files a formal complaint with the Internal Affairs Unit, the IAU shall notify both the



complainant and the accused in writing of the disposition of the complaint.

(2) If the Internal Affairs Unit determines from the allegations and related information that no complaint exists, the IAU shall notify both the complainant and the accused of its findings and the basis therefore.

**6.10 Retaliation Prohibited.** (1) Retaliation occurs when an employer, including a supervisor, takes negative action against an employee *because* the employee has filed a harassment complaint, given a statement about harassment or participated in a harassment investigation. Retaliation is prohibited by federal and state law and this policy.

(2) Unlawful retaliation by an employer includes but is not limited to:

- (a) Involuntary transfer or changes in job duties, assignments, privileges or performance evaluations.
- (b) Permitting continuing or escalating harassment against a complainant after a complaint is reported or filed.

(3) For the purpose of this chapter, retaliation also includes conduct by any coworker or employee that adversely affects or threatens to adversely affect a member's safety or working conditions because the member has filed a harassment complaint, given a statement about harassment or participated in a harassment investigation.

**6.11 Penalty for Violation of Harassment Policy.** (1) A member who violates the Sheriff's Office policy prohibiting harassment shall be subject to discipline proportionate to the seriousness of the violation.

(2) Such discipline may include any penalties or remedies provided under



state and federal law, or as permitted by civil service rules or collective bargaining agreements.

(3) Any remedy imposed, including discipline of the offending member, shall be reasonably calculated to end the harassment and prevent it from reoccurring.

**6.12 Frivolous Complaints.** (1) A member who files a groundless complaint alleging harassment against another member, with the intent to embarrass or annoy the other member, shall be subject to discipline.

(2) A complaint may be considered frivolous only after the investigation required by this chapter is complete, and the evidence indicates:

- (a) the complainant had no factual basis for alleging harassment; and
- (b) the complainant intended to embarrass or annoy the other member.







**PRIOR YEAR SUPPORT OF  
AFFIRMATIVE ACTION PROGRAMS  
(41 CFR § 60-1.40(c))**



**PRIOR YEAR SUPPORT OF AFFIRMATIVE ACTION PROGRAM STRATEGIES**  
**(41 CFR § 60-1.40(c))**

Goals and Results:

1. During the 12-month period from June 1991 to July 1, 1992, the County's work force went from 2,706 employees to 3,144 employees of that number 441 or 14.0% were minorities and 1,718 or 54.6% were women.
2. The number of minority employees accounted for 441 or 14.0% of the County's overall work force compared to 385 or 13.2% in the previous year.
3. The total affirmative action goal for minorities was established at 12.3%, and the County's overall minority representation is 1.7 percentage points above the goal.
4. Multnomah County's affirmative action goal for each of the minority groups were as follows:

<u>Group</u>	<u>*Goal</u>	<u>Utilization</u>	<u>Above (+)/Below (-)</u>
Black	6.5%	7.7%	(+) 1.2
Hispanic	1.9%	2.6%	(+) 0.7
Asian	3.2%	2.9%	(-) 0.3
Native American	0.7%	0.8%	(+) 0.1

\*Based on work force availability.

5. The number of females employed by Multnomah County increased from 1,537 to 1,718 in the 12-month period. Females now make up 54.6% of the work force compared with 55.3% in the previous year.
6. The County's affirmative action availability goal for females was 47.7%, and the County's overall representation of females as of July 1, 1992 is 6.9 percentage points above the goal.
7. The County's overall performance during the life of the affirmative action plan shows the following EEO Job Category Performance (1992) vs. Goals:

Previous Year's Job Groups	Goals		Performance	
	Minority	Females	Minority	Females
Officials/Administration	5.6	33.6	8.4	50.6
Office/Clerical	10.6	64.8	14.6	90.3
Para-Professionals	10.5	35.5	22.4	66.0
Professionals	9.1	40.5	12.6	63.8
Protective Services	14.2	18.7	15.2	24.6
Service Maintenance	18.0	14.5	17.6	16.9
Skilled Craft	8.3	5.2	11.6	1.2
Technicians	10.9	33.7	11.1	39.2



8. Finally, Multnomah County placed major emphasis on training managers and supervisors on equal employment opportunity/affirmative action requirements, sexual and racial harassment laws, new regulations regarding the disabled and program accessibility, and cultural diversity. These training sessions have resulted in a positive work climate for the County, and a reduction of external complaints.







# **COUNTYWIDE ATTAINMENT GOALS**

- \* - This section is written to comply with Revised Order No. 4, Affirmative Action Guidelines, 41 CFR 60-2.12, issued by the Office of Federal Contract Compliance Program.
- \* - The data is based on information obtained from availability data and calculations provided by Biddle & Associates, Inc.



**ATTAINMENT GOALS AND TIMETABLES**  
**(41 CFR § 60-2.12, 2.13(e))**

Goals:

As a means of ensuring that the County's hiring patterns are consistent with minority and female availability in the community and to measure the County's progress toward eliminating any under-utilization of protected groups, employment goals are established by EEO job category, and in accordance to Revised Order No. 4, Affirmative Action Guidelines, issued by the Office of Federal Contract Compliance.

Goal Status:

Countywide attainment goals are expressed in mathematical relationship between current numbers of employees, weighted availability, and the difference between the two, which is the targeted goal.

Timetables:

To assure that targeted completion dates for correcting deficiencies are not interpreted or treated as rigid quotas, attainment goals will be availability (%) of living for the under-utilized group per year, until the deficiency is corrected.



## **COUNTYWIDE WORKFORCE**

- A. Availability**
- B. Deficiency**
- C. Goal - (Deficiency between  
Availability/Difference)**



# AFFIRMATIVE ACTION REPORT

Department: COUNTYWIDE

Category	TOTAL	MALE	FEMALE	TOTAL MNRTY	BLACK	HISP	ASIAN	A. IND
OFFICIALS/ADMIN.	340	166	174	28	20	3	3	2
Percent	100.0%	48.8%	51.2%	8.2%	5.9%	0.9%	0.9%	0.6%
Availability			40.9%	7.4%	2.1%	1.9%	2.5%	0.9%
Difference			10.3%	0.8%	3.8%	-1.0%	-1.6%	-0.3%
Actual			174	28	20	3	3	2
Should Have			139	25	7	6	9	3
Difference			35	3	13	-3	-6	-1
PROFESSIONALS	931	313	618	122	65	22	32	3
Percent	100.0%	33.6%	66.4%	13.1%	7.0%	2.4%	3.4%	0.3%
Availability			41.9%	11.3%	3.0%	2.4%	5.2%	0.8%
Difference			24.5%	1.8%	4.0%	-0.0%	-1.8%	-0.5%
Actual			618	122	65	22	32	3
Should Have			390	105	28	22	48	7
Difference			228	17	37	0	-16	-4
TECHNICIANS	182	107	75	23	11	5	5	2
Percent	100.0%	58.8%	41.2%	12.6%	6.0%	2.7%	2.7%	1.1%
Availability			41.9%	11.3%	3.0%	2.4%	5.2%	0.8%
Difference			-0.7%	1.3%	3.0%	0.3%	-2.5%	0.3%
Actual			75	23	11	5	5	2
Should Have			76	21	5	4	9	1
Difference			-1	2	6	1	-4	1
PROTECTIVE SRVC.	559	421	138	85	53	17	9	6
Percent	100.0%	75.3%	24.7%	15.2%	9.5%	3.0%	1.6%	1.1%
Availability			29.9%	14.7%	8.6%	2.8%	2.1%	1.1%
Difference			-5.2%	0.5%	0.9%	0.2%	-0.5%	-0.0%
Actual			138	84	53	16	9	6
Should Have			167	82	48	16	12	6
Difference			-29	2	5	0	-3	0



Category	TOTAL	MALE	FEMALE	TOTAL MNRTY	BLACK	HISP	ASIAN	A. IND
PARA-PROFESSIONALS	349	109	240	77	34	23	17	3
Percent	100.0%	31.2%	68.8%	22.1%	9.7%	6.6%	4.9%	0.9%
Availability			59.7%	10.6%	4.2%	1.9%	3.6%	0.8%
Difference			9.1%	11.5%	5.5%	4.7%	1.3%	0.1%
Actual			240	77	34	23	17	3
Should Have			208	37	15	7	13	3
Difference			32	40	19	16	4	0
ADMIN. SUPPORT	712	75	637	106	53	19	27	7
Percent	100.0%	10.5%	89.5%	14.9%	7.4%	2.7%	3.8%	1.0%
Availability			79.9%	13.7%	6.7%	2.1%	3.8%	1.2%
Difference			9.6%	1.2%	0.7%	0.6%	-0.0%	-0.2%
Actual			637	106	53	19	27	7
Should Have			569	98	48	15	27	9
Difference			68	8	5	4	0	-2
SKILLED CRAFT	87	87	0	9	3	1	1	4
Percent	100.0%	100.0%	0.0%	10.3%	3.4%	1.1%	1.1%	4.6%
Availability			9.8%	9.1%	3.5%	2.6%	1.8%	1.2%
Difference			-9.8%	1.2%	-0.1%	-1.5%	-0.7%	3.4%
Actual			0	9	3	1	1	4
Should Have			9	8	3	2	2	1
Difference			-9	1	0	-1	-1	3
SERVICE/MAINT.	219	150	69	33	17	6	7	3
Percent	100.0%	68.5%	31.5%	15.1%	7.8%	2.7%	3.2%	1.4%
Availability			34.3%	16.7%	6.9%	4.7%	3.9%	1.2%
Difference			-2.8%	-1.6%	0.9%	-2.0%	-0.7%	0.2%
Actual			69	33	17	6	7	3
Should Have			75	37	15	10	9	3
Difference			-6	-4	2	-4	-2	0
TOTAL	3379	1428	1951	483	256	96	101	30
Percent	100.0%	42.3%	57.7%	14.3%	7.6%	2.8%	3.0%	0.9%



## **OFFICES/DEPARTMENTS**

- A. Availability**
- B. Deficiency**
- C. Goal - (Deficiency between  
Availability/Difference)**



**DISTRICT ATTORNEY'S OFFICE**



# AFFIRMATIVE ACTION REPORT

Department: DA'S OFFICE

Category	TOTAL	MALE	FEMALE	TOTAL MNRTY	BLACK	HISP	ASIAN	A. IND
OFFICIALS/ADMIN.	5	0	5	0	0	0	0	0
Percent	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Availability			62.2%	9.3%	3.7%	2.3%	2.7%	0.5%
Difference			37.8%	-9.3%	-3.7%	-2.3%	-2.7%	-0.5%
Actual			5	0	0	0	0	0
Should Have			3	0	0	0	0	0
Difference			2	0	0	0	0	0
PROFESSIONALS	7	1	6	1	1	0	0	0
Percent	100.0%	14.3%	85.7%	14.3%	14.3%	0.0%	0.0%	0.0%
Availability			67.2%	15.3%	14.3%	2.2%	3.4%	2.3%
Difference			18.5%	-1.0%	-0.0%	-2.2%	-3.4%	-2.3%
Actual			6	1	1	0	0	0
Should Have			5	1	1	0	0	0
Difference			1	0	0	0	0	0
TECHNICIANS	0	0	0	0	0	0	0	0
Percent	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Availability								
Difference								
Actual								
Should Have								
Difference								
PROTECTIVE SRVC.	0	0	0	0	0	0	0	0
Percent	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Availability								
Difference								
Actual								
Should Have								
Difference								



Category	TOTAL	MALE	FEMALE	TOTAL MNRTY	BLACK	HISP	ASIAN	A. IND
PARA-PROFESSIONALS	22	2	20	1	0	0	1	0
Percent	100.0%	9.1%	90.9%	4.5%	0.0%	0.0%	4.5%	0.0%
Availability			58.9%	10.2%	3.2%	2.3%	4.1%	0.5%
Difference			32.0%	-5.7%	-3.2%	-2.3%	0.4%	-0.5%
Actual			20	1	0	0	1	0
Should Have			13	2	1	1	1	0
Difference			7	-1	-1	-1	0	0
ADMIN. SUPPORT	60	3	57	5	3	1	1	0
Percent	100.0%	5.0%	95.0%	8.3%	5.0%	1.7%	1.7%	0.0%
Availability			79.3%	14.8%	7.4%	2.1%	4.1%	1.2%
Difference			15.7%	-6.5%	-2.4%	-0.4%	-2.4%	-1.2%
Actual			57	5	3	1	1	0
Should Have			48	9	4	1	2	1
Difference			9	-4	-1	0	-1	-1
SKILLED CRAFT	0	0	0	0	0	0	0	0
Percent	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Availability								
Difference								
Actual								
Should Have								
Difference								
SERVICE/MAINT.	0	0	0	0	0	0	0	0
Percent	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Availability								
Difference								
Actual								
Should Have								
Difference								
TOTAL	94	6	88	7	4	1	2	0
Percent	100.0%	6.4%	93.6%	7.4%	4.3%	1.1%	2.1%	0.0%



# **COMMUNITY CORRECTIONS**



# AFFIRMATIVE ACTION REPORT

Department: COMMUNITY CORRECTIONS

Category	TOTAL	MALE	FEMALE	TOTAL MNRTY	BLACK	HISP	ASIAN	A. IND
OFFICIALS/ADMIN.	24	15	9	3	3	0	0	0
Percent	100.0%	62.5%	37.5%	12.5%	12.5%	0.0%	0.0%	0.0%
Availability			40.0%	7.4%	2.1%	1.8%	2.4%	1.0%
Difference			-2.5%	5.1%	10.4%	-1.8%	-2.4%	-1.0%
Actual			9	3	3	0	0	0
Should Have			10	2	1	0	1	0
Difference			-1	1	2	0	-1	0
PROFESSIONALS	137	71	66	21	15	3	2	1
Percent	100.0%	51.8%	48.2%	15.3%	10.9%	2.2%	1.5%	0.7%
Availability			66.1%	15.7%	7.8%	2.1%	3.4%	2.3%
Difference			-17.9%	-0.4%	3.1%	0.1%	-1.9%	-1.6%
Actual			66	21	15	3	2	1
Should Have			91	22	11	3	5	3
Difference			-25	-1	4	0	-3	-2
TECHNICIANS	0	0	0	0	0	0	0	0
Percent	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Availability								
Difference								
Actual								
Should Have								
Difference								
PROTECTIVE SRVC.	0	0	0	0	0	0	0	0
Percent	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Availability								
Difference								
Actual								
Should Have								
Difference								



Category	TOTAL	MALE	FEMALE	TOTAL MNRTY	BLACK	HISP	ASIAN	A. IND
PARA-PROFESSIONALS	36	20	16	4	2	2	0	0
Percent	100.0%	55.6%	44.4%	11.1%	5.6%	5.6%	0.0%	0.0%
Availability			53.0%	11.7%	8.2%	0.9%	2.5%	0.2%
Difference			-8.6%	-0.6%	-2.6%	4.7%	-2.5%	-0.2%
Actual			16	4	2	2	0	0
Should Have			19	4	3	0	1	0
Difference			-3	0	-1	2	-1	0
ADMIN. SUPPORT	47	0	47	13	7	3	1	2
Percent	100.0%	0.0%	100.0%	27.7%	14.9%	6.4%	2.1%	4.3%
Availability			80.7%	14.1%	7.0%	2.1%	3.8%	1.2%
Difference			19.3%	13.6%	7.9%	4.3%	-1.7%	3.1%
Actual			47	13	7	3	1	2
Should Have			38	7	3	1	2	1
Difference			9	6	4	2	-1	1
SKILLED CRAFT	0	0	0	0	0	0	0	0
Percent	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Availability								
Difference								
Actual								
Should Have								
Difference								
SERVICE/MAINT.	0	0	0	0	0	0	0	0
Percent	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Availability								
Difference								
Actual								
Should Have								
Difference								
TOTAL	244	106	138	41	27	8	3	3
Percent	100.0%	43.4%	56.6%	16.8%	11.1%	3.3%	1.2%	1.2%



**DEPARTMENT OF ENVIRONMENTAL  
SERVICES**



# AFFIRMATIVE ACTION REPORT

Department: ENVIRONMENTAL SERVICES

Category	TOTAL	MALE	FEMALE	TOTAL MNRTY	BLACK	HISP	ASIAN	A. IND
OFFICIALS/ADMIN.	90	65	25	1	0	0	0	1
Percent	100.0%	72.2%	27.8%	1.1%	0.0%	0.0%	0.0%	1.1%
Availability			36.4%	7.1%	1.9%	1.9%	2.4%	0.9%
Difference			-8.6%	-6.0%	-1.9%	-1.9%	-2.4%	0.2%
Actual			25	1	0	0	0	1
Should Have			33	6	2	2	2	1
Difference			-8	-5	-2	-2	-2	0
PROFESSIONALS	49	32	17	9	1	2	5	1
Percent	100.0%	65.3%	34.7%	18.4%	2.0%	4.1%	10.2%	2.0%
Availability			41.8%	8.9%	2.2%	1.9%	4.2%	0.6%
Difference			-7.1%	9.5%	-0.2%	2.2%	6.0%	1.4%
Actual			17	9	1	2	5	1
Should Have			20	4	1	1	2	0
Difference			-3	5	0	1	3	1
TECHNICIANS	122	93	29	12	4	3	3	2
Percent	100.0%	76.2%	23.8%	9.8%	3.3%	2.5%	2.5%	1.6%
Availability			32.6%	11.3%	2.9%	2.1%	5.5%	0.8%
Difference			-8.8%	-1.5%	0.4%	0.4%	-3.0%	0.8%
Actual			29	12	4	3	3	2
Should Have			40	14	4	3	7	1
Difference			-11	-2	0	0	-4	1
PROTECTIVE SRVC.	15	7	8	3	0	1	0	2
Percent	100.0%	46.7%	53.3%	20.0%	0.0%	6.7%	0.0%	13.3%
Availability			43.2%	4.1%	1.4%	1.8%	0.6%	0.4%
Difference			10.1%	15.9%	-1.4%	4.9%	-0.6%	12.9%
Actual			8	3	0	1	0	2
Should Have			6	1	0	0	0	0
Difference			2	2	0	1	0	2



Category	TOTAL	MALE	FEMALE	TOTAL MNRTY	BLACK	HISP	ASIAN	A. IND
PARA-PROFESSIONALS	24	7	17	4	3	1	0	0
Percent	100.0%	29.2%	70.8%	16.7%	12.5%	4.2%	0.0%	0.0%
Availability			58.2%	9.6%	3.5%	1.9%	3.5%	0.7%
Difference			12.6%	7.1%	9.0%	2.3%	-3.5%	-0.7%
Actual			17	4	3	1	0	0
Should Have			14	2	1	0	1	0
Difference			3	2	2	1	-1	0
ADMIN. SUPPORT	122	8	114	17	5	2	8	2
Percent	100.0%	6.6%	93.4%	13.9%	4.1%	1.6%	6.6%	1.6%
Availability			80.1%	13.7%	6.7%	2.1%	3.8%	1.2%
Difference			13.3%	0.2%	-2.6%	-0.5%	2.8%	0.4%
Actual			114	17	5	2	8	2
Should Have			98	17	8	3	5	1
Difference			16	0	-3	-1	3	1
SKILLED CRAFT	86	86	0	10	2	2	2	4
Percent	100.0%	100.0%	0.0%	11.6%	2.3%	2.3%	2.3%	4.7%
Availability			9.8%	9.1%	3.5%	2.6%	1.8%	1.2%
Difference			-9.8%	2.5%	-1.2%	-0.3%	0.5%	3.5%
Actual			0	10	2	2	2	4
Should Have			8	8	3	2	2	1
Difference			-8	2	-1	0	0	3
SERVICE/MAINT.	98	88	10	23	13	4	4	2
Percent	100.0%	89.8%	10.2%	23.5%	13.3%	4.1%	4.1%	2.0%
Availability			23.3%	1.8%	7.9%	5.4%	3.3%	1.5%
Difference			-13.1%	21.7%	5.4%	-1.3%	0.8%	0.5%
Actual			10	23	13	4	4	2
Should Have			23	18	8	5	3	1
Difference			-13	5	5	-1	1	1
TOTAL	606	386	220	79	28	15	22	14
Percent	100.0%	63.7%	36.3%	13.0%	4.6%	2.5%	3.6%	2.3%



# DEPARTMENT OF HEALTH



# AFFIRMATIVE ACTION REPORT

Department: HEALTH

Category	TOTAL	MALE	FEMALE	TOTAL MNRTY	BLACK	HISP	ASIAN	A. IND
OFFICIALS/ADMIN.	67	18	49	10	8	0	1	1
Percent	100.0%	26.9%	73.1%	14.9%	11.9%	0.0%	1.5%	1.5%
Availability			62.2%	9.3%	3.7%	2.3%	2.7%	0.5%
Difference			10.9%	5.6%	8.2%	-2.3%	-1.2%	1.0%
Actual			49	10	8	0	1	1
Should Have			36	5	1	2	1	1
Difference			13	5	7	-2	0	0
PROFESSIONALS	318	66	252	22	9	6	7	0
Percent	100.0%	20.8%	79.2%	6.9%	2.8%	1.9%	2.2%	0.0%
Availability			84.3%	8.2%	2.8%	1.9%	2.2%	0.0%
Difference			-5.1%	-1.3%	0.0%	-0.0%	0.0%	0.0%
Actual			252	22	9	6	7	0
Should Have			268	26	7	7	10	3
Difference			-16	-4	2	-1	-3	-3
TECHNICIANS	57	13	44	10	7	2	1	0
Percent	100.0%	22.8%	77.2%	17.5%	12.3%	3.5%	1.8%	0.0%
Availability			80.7%	11.5%	3.2%	3.7%	3.8%	0.8%
Difference			-3.5%	6.0%	9.1%	-0.2%	-2.0%	-0.8%
Actual			44	10	7	2	1	0
Should Have			46	7	2	2	2	0
Difference			-2	3	5	0	-1	0
PROTECTIVE SRVC.	1	1	0	0	0	0	0	0
Percent	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Availability			29.8%	11.6%	3.5%	6.0%	1.0%	1.1%
Difference			-29.8%	-11.6%	-3.5%	-6.0%	-1.0%	-1.1%
Actual			0	0	0	0	0	0
Should Have			0	0	0	0	0	0
Difference			0	0	0	0	0	0



Category	TOTAL	MALE	FEMALE	TOTAL MNRTY	BLACK	HISP	ASIAN	A. IND
PARA-PROFESSIONALS	124	30	94	45	17	16	11	1
Percent	100.0%	24.2%	75.8%	36.3%	13.7%	12.9%	8.9%	0.8%
Availability			67.8%	11.9%	4.9%	2.2%	3.5%	1.3%
Difference			8.0%	24.4%	8.8%	10.7%	5.4%	-0.5%
Actual			94	45	17	16	11	1
Should Have			84	15	6	3	4	2
Difference			10	30	11	13	7	-1
ADMIN. SUPPORT	148	24	124	32	19	5	7	1
Percent	100.0%	16.2%	83.8%	21.6%	12.8%	3.4%	4.7%	0.7%
Availability			80.6%	13.8%	6.7%	2.1%	3.8%	1.2%
Difference			3.2%	7.8%	6.1%	1.3%	0.9%	-0.5%
Actual			124	32	19	5	7	1
Should Have			119	20	10	3	6	2
Difference			5	12	9	2	1	-1
SKILLED CRAFT	1	1	0	0	0	0	0	0
Percent	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Availability			4.6%	7.8%	0.7%	0.3%	0.4%	6.4%
Difference			-4.6%	-7.8%	-0.7%	-0.3%	-0.4%	-6.4%
Actual			0	0	0	0	0	0
Should Have			0	0	0	0	0	0
Difference			0	0	0	0	0	0
SERVICE/MAINT.	1	1	0	0	0	0	0	0
Percent	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Availability			43.7%	12.7%	5.4%	3.3%	3.4%	0.6%
Difference			-43.7%	-12.7%	-5.4%	-3.3%	-3.4%	-0.6%
Actual			0	0	0	0	0	0
Should Have			0	0	0	0	0	0
Difference			0	0	0	0	0	0
TOTAL	717	154	563	119	60	29	27	3
Percent	100.0%	21.5%	78.5%	16.6%	8.4%	4.0%	3.8%	0.4%



# **DEPARTMENT OF SOCIAL SERVICES**



# AFFIRMATIVE ACTION REPORT

Department: SOCIAL SERVICES

Category	TOTAL	MALE	FEMALE	TOTAL MNRTY	BLACK	HISP	ASIAN	A. IND
OFFICIALS/ADMIN.	56	27	29	8	4	2	2	0
Percent	100.0%	48.2%	51.8%	14.3%	7.1%	3.6%	3.6%	0.0%
Availability			40.0%	7.3%	2.1%	1.8%	2.4%	1.0%
Difference			11.8%	7.0%	5.0%	1.8%	1.2%	-1.0%
Actual			29	8	4	2	2	0
Should Have			22	4	1	1	1	1
Difference			7	4	3	1	1	-1
PROFESSIONALS	287	100	187	55	30	10	14	1
Percent	100.0%	34.8%	65.2%	19.2%	10.5%	3.5%	4.9%	0.3%
Availability			64.1%	13.0%	5.9%	2.0%	3.4%	1.7%
Difference			1.1%	6.2%	4.6%	1.5%	1.5%	-1.4%
Actual			187	55	30	10	14	1
Should Have			184	37	17	6	10	5
Difference			3	18	13	4	4	-4
TECHNICIANS	0	0	0	0	0	0	0	0
Percent	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Availability								
Difference								
Actual								
Should Have								
Difference								
PROTECTIVE SRVC.	61	40	21	26	16	6	3	1
Percent	100.0%	65.6%	34.4%	42.6%	26.2%	9.8%	4.9%	1.6%
Availability			35.0%	11.2%	3.4%	2.4%	5.1%	0.4%
Difference			-0.6%	31.4%	22.8%	7.4%	-0.2%	1.2%
Actual			21	26	16	6	3	1
Should Have			21	7	2	1	3	0
Difference			0	19	14	5	0	1



Category	TOTAL	MALE	FEMALE	TOTAL MNRTY	BLACK	HISP	ASIAN	A. IND
PARA-PROFESSIONALS	57	22	35	14	9	2	3	0
Percent	100.0%	38.6%	61.4%	24.6%	15.8%	3.5%	5.3%	0.0%
Availability			50.3%	10.8%	4.4%	1.8%	3.7%	0.9%
Difference			11.1%	13.8%	11.4%	1.7%	1.6%	-0.9%
Actual			35	14	9	2	3	0
Should Have			29	6	3	1	2	1
Difference			6	8	6	1	1	-1
ADMIN. SUPPORT	95	7	88	13	8	2	3	0
Percent	100.0%	7.4%	92.6%	13.7%	8.4%	2.1%	3.2%	0.0%
Availability			79.7%	13.0%	6.2%	2.0%	3.7%	1.1%
Difference			12.9%	0.7%	2.2%	0.1%	-0.5%	-1.1%
Actual			88	13	8	2	3	0
Should Have			76	14	7	2	4	1
Difference			12	-1	1	0	-1	-1
SKILLED CRAFT	0	0	0	0	0	0	0	0
Percent	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Availability								
Difference								
Actual								
Should Have								
Difference								
SERVICE/MAINT.	0	0	0	0	0	0	0	0
Percent	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Availability								
Difference								
Actual								
Should Have								
Difference								
TOTAL	556	196	360	116	67	22	25	2
Percent	100.0%	35.3%	64.7%	20.9%	12.1%	4.0%	4.5%	0.4%



# **SHERIFF'S OFFICE**



# AFFIRMATIVE ACTION REPORT

Department: SHERIFF'S OFFICE

Category	TOTAL	MALE	FEMALE	TOTAL MNRTY	BLACK	HISP	ASIAN	A. IND
OFFICIALS/ADMIN.	36	27	9	2	2	0	0	0
Percent	100.0%	75.0%	25.0%	5.6%	5.6%	0.0%	0.0%	0.0%
Availability			62.2%	9.3%	3.7%	2.3%	2.7%	0.5%
Difference			-37.2%	-3.7%	1.9%	-2.3%	-2.7%	-0.5%
Actual			27	2	2	0	0	0
Should Have			18	4	1	1	1	0
Difference			9	-2	1	-1	-1	0
PROFESSIONALS	34	15	19	6	4	1	1	0
Percent	100.0%	44.1%	55.9%	17.6%	11.8%	2.9%	2.9%	0.0%
Availability			63.7%	14.6%	7.0%	2.1%	3.4%	2.1%
Difference			-7.8%	3.0%	4.8%	0.8%	-0.5%	-2.1%
Actual			19	6	4	1	1	0
Should Have			22	5	2	1	1	1
Difference			-3	1	2	0	0	-1
TECHNICIANS	1	0	1	1	0	0	1	0
Percent	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%	0.0%
Availability			63.7%	14.6%	7.0%	2.1%	3.4%	2.1%
Difference			36.3%	85.4%	-7.0%	-2.1%	96.6%	-2.1%
Actual			1	1	0	0	1	0
Should Have			0	0	0	0	0	0
Difference			1	1	0	0	1	0
PROTECTIVE SRVC.	482	373	109	56	37	10	6	3
Percent	100.0%	77.4%	22.6%	11.6%	7.7%	2.1%	1.2%	0.6%
Availability			25.5%	10.4%	4.6%	2.2%	3.4%	0.3%
Difference			-2.9%	1.2%	3.1%	-0.1%	-2.2%	0.3%
Actual			109	56	37	10	6	3
Should Have			123	50	22	11	16	1
Difference			-14	6	15	-1	-10	2



Category	TOTAL	MALE	FEMALE	TOTAL MNRTY	BLACK	HISP	ASIAN	A. IND
PARA-PROFESSIONALS	24	16	8	3	1	1	0	1
Percent	100.0%	66.7%	33.3%	12.5%	4.2%	4.2%	0.0%	4.2%
Availability			58.9%	10.2%	3.2%	2.3%	4.1%	0.5%
Difference			-25.6%	2.3%	1.0%	1.9%	-4.1%	3.7%
Actual			8	3	1	1	0	1
Should Have			10	2	1	0	1	0
Difference			-2	1	0	1	-1	1
ADMIN. SUPPORT	80	9	71	9	3	2	2	2
Percent	100.0%	11.3%	88.8%	11.3%	3.8%	2.5%	2.5%	2.5%
Availability			75.3%	13.0%	6.3%	2.0%	3.5%	1.2%
Difference			13.4%	-1.8%	-2.6%	0.5%	-1.0%	1.3%
Actual			71	9	3	2	2	2
Should Have			60	10	5	2	3	1
Difference			11	-1	-2	0	-1	1
SKILLED CRAFT	0	0	0	0	0	0	0	0
Percent	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Availability								
Difference								
Actual								
Should Have								
Difference								
SERVICE/MAINT.	24	19	5	1	0	0	1	0
Percent	100.0%	79.2%	20.8%	4.2%	0.0%	0.0%	4.2%	0.0%
Availability			75.3%	13.0%	6.3%	2.0%	3.5%	1.2%
Difference			-54.5%	-8.8%	-6.3%	-2.0%	0.7%	-1.2%
Actual			71	9	3	2	2	2
Should Have			60	10	5	2	3	1
Difference			11	-1	-2	0	-1	1
TOTAL	681	459	222	78	47	14	11	6
Percent	100.0%	67.4%	32.6%	11.5%	6.9%	2.1%	1.6%	0.9%



# **LIBRARY**



# AFFIRMATIVE ACTION REPORT

Department: LIBRARY

Category	TOTAL	MALE	FEMALE	TOTAL MNRTY	BLACK	HISP	ASIAN	A. IND
OFFICIALS/ADMIN.	43	5	38	1	1	0	0	0
Percent	100.0%	11.6%	88.4%	2.3%	2.3%	0.0%	0.0%	0.0%
Availability			54.5%	8.6%	2.6%	1.6%	3.7%	0.7%
Difference			33.9%	-6.3%	-0.3%	-1.6%	-3.7%	-0.7%
Actual			38	1	1	0	0	0
Should Have			23	4	1	1	2	0
Difference			15	-3	0	-1	-2	0
PROFESSIONALS	52	10	42	2	0	0	2	0
Percent	100.0%	19.2%	80.8%	3.8%	0.0%	0.0%	3.8%	0.0%
Availability			63.5%	12.4%	4.0%	1.1%	7.2%	0.2%
Difference			17.3%	-8.6%	-4.0%	-1.1%	-3.4%	-0.2%
Actual			42	2	0	0	2	0
Should Have			33	6	2	1	4	0
Difference			9	-4	-2	-1	-2	0
TECHNICIANS	2	1	1	0	0	0	0	0
Percent	100.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Availability			27.7%	8.5%	1.4%	1.2%	5.7%	0.3%
Difference			22.3%	-8.5%	-1.4%	-1.2%	-5.7%	-0.3%
Actual			1	0	0	0	0	0
Should Have			1	0	0	0	0	0
Difference			0	0	0	0	0	0
PROTECTIVE SRVC.	0	0	0	0	0	0	0	0
Percent	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Availability								
Difference								
Actual								
Should Have								
Difference								



Category	TOTAL	MALE	FEMALE	TOTAL MNRTY	BLACK	HISP	ASIAN	A. IND
PARA-PROFESSIONALS	52	7	45	4	2	1	1	0
Percent	100.0%	13.5%	86.5%	7.7%	3.8%	1.9%	1.9%	0.0%
Availability			77.1%	10.9%	4.1%	2.1%	4.3%	0.5%
Difference			9.4%	-3.2%	-0.3%	-0.2%	-2.4%	-0.5%
Actual			45	4	2	1	1	0
Should Have			40	6	2	1	2	0
Difference			5	-2	0	0	-1	0
ADMIN. SUPPORT	132	24	108	12	6	2	4	0
Percent	100.0%	18.2%	81.8%	9.1%	4.5%	1.5%	3.0%	0.0%
Availability			79.2%	11.6%	4.7%	2.1%	4.1%	0.7%
Difference			2.6%	-2.5%	-0.2%	-0.6%	-1.1%	-0.7%
Actual			108	12	6	2	4	0
Should Have			105	15	6	3	5	1
Difference			3	-3	0	-1	-1	-1
SKILLED CRAFT	0	0	0	0	0	0	0	0
Percent	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Availability								
Difference								
Actual								
Should Have								
Difference								
SERVICE/MAINT.	91	38	53	8	3	2	2	1
Percent	100.0%	41.8%	58.2%	8.8%	3.3%	2.2%	2.2%	1.1%
Availability			77.2%	10.9%	4.0%	2.1%	4.3%	0.1%
Difference			-19.0%	-2.1%	-0.7%	0.1%	-2.1%	1.0%
Actual			53	8	3	2	2	1
Should Have			70	10	4	2	4	0
Difference			-17	-2	-1	0	-2	1
TOTAL	372	85	287	27	12	5	9	1
Percent	100.0%	22.8%	77.2%	7.3%	3.2%	1.3%	2.4%	0.3%



# **NONDEPARTMENTAL**



# AFFIRMATIVE ACTION REPORT

Department: NON-DEPARTMENTAL

Category	TOTAL	MALE	FEMALE	TOTAL MNRTY	BLACK	HISP	ASIAN	A. IND
OFFICIALS/ADMIN.	18	9	9	3	2	1	0	0
Percent	100.0%	50.0%	50.0%	16.7%	11.1%	5.6%	0.0%	0.0%
Availability			40.7%	6.6%	1.9%	1.7%	2.1%	0.8%
Difference			9.3%	10.1%	9.2%	3.9%	-2.1%	-0.8%
Actual			9	3	2	1	0	0
Should Have			7	1	0	0	0	0
Difference			2	2	2	1	0	0
PROFESSIONALS	47	18	29	6	5	0	1	0
Percent	100.0%	38.3%	61.7%	12.8%	10.6%	0.0%	2.1%	0.0%
Availability			50.6%	6.3%	2.1%	1.4%	2.2%	0.6%
Difference			11.1%	6.5%	8.5%	-1.4%	-0.1%	-0.6%
Actual			29	6	5	0	1	0
Should Have			24	3	1	1	1	0
Difference			5	3	4	-1	0	0
TECHNICIANS	0	0	0	0	0	0	0	0
Percent	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Availability								
Difference								
Actual								
Should Have								
Difference								
PROTECTIVE SRVC.	0	0	0	0	0	0	0	0
Percent	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Availability								
Difference								
Actual								
Should Have								
Difference								



Category	TOTAL	MALE	FEMALE	TOTAL MNRTY	BLACK	HISP	ASIAN	A. IND
PARA-PROFESSIONALS	10	5	5	2	0	0	1	1
Percent	100.0%	50.0%	50.0%	20.0%	0.0%	0.0%	10.0%	10.0%
Availability			54.4%	8.3%	2.5%	1.7%	3.6%	0.4%
Difference			-4.4%	11.7%	-2.5%	-1.7%	6.4%	9.6%
Actual			5	2	0	0	1	1
Should Have			5	1	0	0	0	0
Difference			0	1	0	0	1	1
ADMIN. SUPPORT	28	0	28	5	2	2	1	0
Percent	100.0%	0.0%	100.0%	17.9%	7.1%	7.1%	3.6%	0.0%
Availability			79.7%	13.0%	6.2%	2.0%	3.7%	1.1%
Difference			20.3%	4.9%	0.9%	5.1%	-0.1%	-1.1%
Actual			28	5	2	2	1	0
Should Have			22	4	2	1	1	0
Difference			6	1	0	1	0	0
SKILLED CRAFT	0	0	0	0	0	0	0	0
Percent	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Availability								
Difference								
Actual								
Should Have								
Difference								
SERVICE/MAINT.	5	4	1	1	1	0	0	0
Percent	100.0%	80.0%	20.0%	20.0%	20.0%	0.0%	0.0%	0.0%
Availability			48.8%	17.5%	5.0%	4.0%	7.8%	0.6%
Difference			-28.8%	2.5%	15.0%	-4.0%	-7.8%	-0.6%
Actual			1	1	1	0	0	0
Should Have			2	1	0	0	0	0
Difference			-1	0	1	0	0	0
TOTAL	108	36	72	17	10	3	3	1
Percent	100.0%	33.3%	66.7%	15.7%	9.3%	2.8%	2.8%	0.9%



## **WEIGHTED AVAILABILITY FOR PERCENTAGE GOALS**



COUNTYWIDE

FEMALES

	- A -	- B -	- C -	- D -
			(A x B)	(B x C = D)
EEO Category	Number of Employees in Category	% Total Employees	Weighted Avail. for Category	Weighted Avail. of Total County Work Force
Officials/Admin.	340	0.1006	40.9	4.12
Professionals	931	0.2755	74.7	20.58
Technicians	182	0.0539	41.9	2.26
Protective Service	559	0.1654	29.9	4.95
Paraprofessionals	349	0.1033	59.7	6.17
Admin. Support	712	0.2107	79.9	16.84
Skilled Craft	87	0.0257	9.8	0.25
Service/Maintenance	219	0.0648	34.4	2.23
TOTALS	3379	1.0000		57.38

MINORITIES

	- A -	- B -	- C -	- D -
			(A x B)	(B x C = D)
EEO Category	Number of Employees in Category	% Total Employees	Weighted Avail. for Category	Weighted Avail. of Total County Work Force
Officials/Admin.	340	0.1006	7.4	0.74
Professionals	931	0.2755	10.7	2.95
Technicians	182	0.0539	11.4	0.61
Protective Service	559	0.1654	14.7	2.43
Paraprofessionals	349	0.1033	10.5	1.08
Admin. Support	712	0.2107	13.8	2.91
Skilled Craft	87	0.0257	9.1	0.23
Service/Maintenance	219	0.0648	16.7	1.08
TOTALS	3379	1.0000		12.05



DA'S OFFICE

FEMALES

	- A -	- B -	- C -	- D -
EEO Category	Number of Employees in Category	% Total Employees	(A x B) Weighted Avail. for Category	(B x C = D) Weighted Avail. of Total County Work Force
Officials/Admin.	5	0.0532	62.2	3.31
Professionals	7	0.0745	67.2	5.00
Technicians				
Protective Service				
Paraprofessionals	22	0.2340	58.9	13.79
Admin. Support	60	0.6383	79.3	50.62
Skilled Craft				
Service/Maintenance				
TOTALS	94	1.0000		72.71

MINORITIES

	- A -	- B -	- C -	- D -
EEO Category	Number of Employees in Category	% Total Employees	(A x B) Weighted Avail. for Category	(B x C = D) Weighted Avail. of Total County Work Force
Officials/Admin.	5	0.0532	9.2	0.49
Professionals	7	0.0745	15.3	1.14
Technicians				
Protective Service				
Paraprofessionals	22	0.2340	10.1	2.36
Admin. Support	60	0.6383	14.8	9.45
Skilled Craft				
Service/Maintenance				
TOTALS	94	1.0000		13.44



COMMUNITY CORRECTIONS

FEMALES

	- A -	- B -	- C -	- D -
			(A x B)	(B x C = D)
EEO Category	Number of Employees in Category	% Total Employees	Weighted Avail. for Category	Weighted Avail. of Total County Work Force
Officials/Admin.	24	0.0984	40.0	3.93
Professionals	137	0.5615	66.1	37.11
Technicians				
Protective Service				
Paraprofessionals	36	0.1475	53.0	7.82
Admin. Support	47	0.1926	80.7	15.54
Skilled Craft				
Service/Maintenance				
TOTALS	244	1.0000		64.41

MINORITIES

	- A -	- B -	- C -	- D -
			(A x B)	(B x C = D)
EEO Category	Number of Employees in Category	% Total Employees	Weighted Avail. for Category	Weighted Avail. of Total County Work Force
Officials/Admin.	24	0.0984	7.3	0.72
Professionals	137	0.5615	15.6	8.76
Technicians				
Protective Service				
Paraprofessionals	36	0.1475	11.8	1.74
Admin. Support	47	0.1926	14.1	2.72
Skilled Craft				
Service/Maintenance				
TOTALS	244	1.0000		13.93



SHERIFF'S OFFICE

FEMALES

EEO Category	- A -	- B -	- C -	- D -
	Number of Employees in Category	% Total Employees	(A x B) Weighted Avail. for Category	(B x C = D) Weighted Avail. of Total County Work Force
Officials/Admin.	36	0.0529	49.3	2.61
Professionals	34	0.0499	63.7	3.18
Technicians	1	0.0015	27.7	0.04
Protective Service	482	0.7078	25.5	18.05
Paraprofessionals	24	0.0352	43.4	1.53
Admin. Support	80	0.1175	75.3	8.85
Skilled Craft				
Service/Maintenance	24	0.0352	44.5	1.57
TOTALS	681	1.0000		35.82

MINORITIES

EEO Category	- A -	- B -	- C -	- D -
	Number of Employees in Category	% Total Employees	(A x B) Weighted Avail. for Category	(B x C = D) Weighted Avail. of Total County Work Force
Officials/Admin.	36	0.0529	9.7	0.51
Professionals	34	0.0499	14.6	0.73
Technicians	1	0.0015	8.6	0.01
Protective Service	482	0.7078	10.5	7.43
Paraprofessionals	24	0.0352	8.6	0.30
Admin. Support	80	0.1175	13.0	1.53
Skilled Craft				
Service/Maintenance	24	0.0352	16.4	0.58
TOTALS	681	1.0000		11.09



LIBRARY

FEMALES

	- A -	- B -	- C -	- D -
			(A x B)	(B x C = D)
EEO Category	Number of Employees in Category	% Total Employees	Weighted Avail. for Category	Weighted Avail. of Total County Work Force
Officials/Admin.	43	0.1156	54.5	6.30
Professionals	52	0.1398	63.5	8.88
Technicians	2	0.0054	27.7	0.15
Protective Service				
Paraprofessionals	52	0.1398	77.1	10.78
Admin. Support	132	0.3548	79.2	28.10
Skilled Craft				
Service/Maintenance	91	0.2446	77.2	18.88
TOTALS	372	1.0000		73.09

MINORITIES

	- A -	- B -	- C -	- D -
			(A x B)	(B x C = D)
EEO Category	Number of Employees in Category	% Total Employees	Weighted Avail. for Category	Weighted Avail. of Total County Work Force
Officials/Admin.	43	0.1156	8.6	0.99
Professionals	52	0.1398	12.5	1.75
Technicians	2	0.0054	8.6	0.05
Protective Service				
Paraprofessionals	52	0.1398	11.0	1.54
Admin. Support	132	0.3548	11.6	4.12
Skilled Craft				
Service/Maintenance	91	0.2446	10.9	2.67
TOTALS	372	1.0000		11.11



## HEALTH

## FEMALES

	- A -	- B -	- C -	- D -
			(A x B)	(B x C = D)
EEO Category	Number of Employees in Category	% Total Employees	Weighted Avail. for Category	Weighted Avail. of Total County Work Force
Officials/Admin.	67	0.1031	53.3	5.49
Professionals	318	0.4892	84.3	41.24
Technicians	57	0.0877	80.7	7.08
Protective Service	1	0.0015	29.8	0.05
Paraprofessionals	124	0.1908	67.8	12.93
Admin. Support	148	0.2277	80.6	18.35
Skilled Craft	1	0.0015	4.6	0.01
Service/Maintenance	1	0.0015	43.7	0.07
TOTALS	650	1.0000		79.73

## MINORITIES

	- A -	- B -	- C -	- D -
			(A x B)	(B x C = D)
EEO Category	Number of Employees in Category	% Total Employees	Weighted Avail. for Category	Weighted Avail. of Total County Work Force
Officials/Admin.	67	0.0934	7.2	0.67
Professionals	318	0.4435	8.3	3.68
Technicians	57	0.0795	11.5	0.91
Protective Service	1	0.0014	11.6	0.02
Paraprofessionals	124	0.1729	11.9	2.06
Admin. Support	148	0.2064	13.8	2.85
Skilled Craft	1	0.0014	7.8	0.01
Service/Maintenance	1	0.0014	12.7	0.02
TOTALS	717	1.0000		10.22



# ENVIRONMENTAL SERVICES

## FEMALES

	- A -	- B -	- C -	- D -
			(A x B)	(B x C = D)
EEO Category	Number of Employees in Category	% Total Employees	Weighted Avail. for Category	Weighted Avail. of Total County Work Force
Officials/Admin.	90	0.1485	36.4	5.41
Professionals	49	0.0809	41.8	3.38
Technicians	122	0.2013	32.6	6.56
Protective Service	15	0.0248	43.2	1.07
Paraprofessionals	24	0.0396	58.2	2.30
Admin. Support	122	0.2013	80.1	16.13
Skilled Craft	86	0.1419	9.8	1.39
Service/Maintenance	98	0.1617	23.3	3.77
TOTALS	606	1.0000		40.01

## MINORITIES

	- A -	- B -	- C -	- D -
			(A x B)	(B x C = D)
EEO Category	Number of Employees in Category	% Total Employees	Weighted Avail. for Category	Weighted Avail. of Total County Work Force
Officials/Admin.	90	0.1485	7.1	1.05
Professionals	49	0.0809	8.9	0.72
Technicians	122	0.2013	11.3	2.27
Protective Service	15	0.0248	4.2	0.10
Paraprofessionals	24	0.0396	9.6	0.38
Admin. Support	122	0.2013	13.8	2.78
Skilled Craft	86	0.1419	9.1	1.29
Service/Maintenance	98	0.1617	18.1	2.93
TOTALS	606	1.0000		11.53



NON-DEPARTMENTAL

FEMALES

	- A -	- B -	- C -	- D -
			(A x B)	(B x C = D)
EEO Category	Number of Employees in Category	% Total Employees	Weighted Avail. for Category	Weighted Avail. of Total County Work Force
Officials/Admin.	18	0.1667	40.7	6.78
Professionals	47	0.4352	50.6	22.02
Technicians				
Protective Service				
Paraprofessionals	10	0.0926	54.4	5.04
Admin. Support	28	0.2593	79.7	20.66
Skilled Craft				
Service/Maintenance	5	0.0463	48.8	2.26
TOTALS	108	1.0000		56.76

MINORITIES

	- A -	- B -	- C -	- D -
			(A x B)	(B x C = D)
EEO Category	Number of Employees in Category	% Total Employees	Weighted Avail. for Category	Weighted Avail. of Total County Work Force
Officials/Admin.	18	0.1667	6.5	1.08
Professionals	47	0.4352	6.3	2.74
Technicians				
Protective Service				
Paraprofessionals	10	0.0926	8.2	0.76
Admin. Support	28	0.2593	13.0	3.37
Skilled Craft				
Service/Maintenance	5	0.0463	17.4	0.81
TOTALS	108	1.0000		8.76



# SOCIAL SERVICES

## FEMALES

	- A -	- B -	- C -	- D -
			(A x B)	(B x C = D)
EEO Category	Number of Employees in Category	% Total Employees	Weighted Avail. for Category	Weighted Avail. of Total County Work Force
Officials/Admin.	56	0.1007	40.0	4.03
Professionals	287	0.5162	64.1	33.09
Technicians				
Protective Service	61	0.1097	35.0	3.84
Paraprofessionals	57	0.1025	50.3	5.16
Admin. Support	95	0.1709	80.2	13.70
Skilled Craft				
Service/Maintenance				
TOTALS	556	1.0000		59.82

## MINORITIES

	- A -	- B -	- C -	- D -
			(A x B)	(B x C = D)
EEO Category	Number of Employees in Category	% Total Employees	Weighted Avail. for Category	Weighted Avail. of Total County Work Force
Officials/Admin.	56	0.1007	7.3	0.74
Professionals	287	0.5162	13.0	6.71
Technicians				
Protective Service	61	0.1097	11.3	1.24
Paraprofessionals	57	0.1025	10.8	1.11
Admin. Support	95	0.1709	14.2	2.43
Skilled Craft				
Service/Maintenance				
TOTALS	556	1.0000		12.22







## **8-FACTOR AVAILABILITY ANALYSIS**

[This data is in conformance with Federal Revised Order 4 found in Section 60-21 through 60-2.32 of 41 CFR Chapter 60, issued on October 20, 1978 (44 F.R. 49249) by the Office of Federal Contract Compliance Programs.]



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: OFFICIALS/ADMINISTRATORS

JOB GROUP CODE: MULTNOMAH COUNTY

DATE: 06/02/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 48

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	58.3	41.7	92.5	2.4	1.6	2.7	.8	0.0	7.5
WTD %	26.2	18.8	41.6	1.1	.7	1.2	.4	0.0	3.4
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	61.1	38.9	94.7	.7	1.8	1.8	.9	0.0	5.2
WTD %	27.5	17.5	42.6	.3	.8	.8	.4	0.0	2.4
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	59.1	40.9	92.6	2.1	1.9	2.5	.9	0.0	7.4
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: COUNTYWIDE - OFFICIALS/ADMINISTRATORS  
EMPLOYEE COUNT AS OF: 12/30/92  
DATE OF ANALYSIS: 06/09/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 48

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	165	175	312	20	3	3	2	28	340
EMPLOYEES (%)	48.5	51.5	91.8	5.9	0.9	0.9	0.6	8.2	#####
AVAILABILITY (%)	59.1	40.9	92.6	2.1	1.9	2.5	0.9	7.4	100.0

VISUAL TEST

SHOULD HAVE (#)	201	139	315	7	6	9	3	25	#####
UNDERUTILIZED ?	YES	NO	YES	NO	YES	YES	YES	NO	#####
ADDITIONAL NEEDED (#)	36		3		3	6	1		#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	Z	Z	Z	P	#####
STATISTICAL VALUE	3.91	0.48	1.18	1.74	0.78	#####
Z OR PROBABILITY	0.00	0.63	0.24	0.08	0.30	#####
UNDERUTILIZED ?	YES	NO	NO	NO	NO	#####
ADDITIONAL NEEDED (#)	18					#####
PRACTICAL SIGNIFICANCE	YES					#####

AVAILABILITY DATA SOURCE: BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: PROFESSIONALS  
 JOB GROUP CODE: MULTNOMAH COUNTY  
 DATE: 06/02/93  
 CURRENT CASE GROUP NAME: TRAINING----- CASE #: 49

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	22.3	77.7	86.6	6.0	2.1	4.0	1.4	0.0	13.5
WTD %	10.0	35.0	39.0	2.7	.9	1.8	.6	0.0	6.0
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	22.0	78.0	93.0	1.9	1.8	2.2	1.1	0.0	7.0
WTD %	9.9	35.1	41.9	.9	.8	1.0	.5	0.0	3.1
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	25.3	74.7	89.2	4.2	2.0	3.2	1.3	0.0	10.7
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: COUNTYWIDE - PROFESSIONALS  
EMPLOYEE COUNT AS OF: 12/30/92  
DATE OF ANALYSIS: 06/09/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 49

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	313	618	809	65	22	32	3	122	931
EMPLOYEES (%)	33.6	66.4	86.9	7.0	2.4	3.4	0.3	13.1	#####
AVAILABILITY (%)	58.1	41.9	88.7	3.0	2.4	5.2	0.8	11.3	100.1

VISUAL TEST

SHOULD HAVE (#)	541	390	826	28	22	48	7	105	#####
UNDERUTILIZED ?	YES	NO	YES	NO	NO	YES	YES	NO	#####
ADDITIONAL NEEDED (#)	228		17			16	4		#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	Z	Z	Z	#####
STATISTICAL VALUE	15.11	1.69	2.35	1.45	#####
Z OR PROBABILITY	0.00	0.09	0.02	0.15	#####
UNDERUTILIZED ?	YES	NO	YES	NO	#####
ADDITIONAL NEEDED (#)	198		3		#####
PRACTICAL SIGNIFICANCE	YES		YES		#####

AVAILABILITY DATA SOURCE: BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: TECHNICIANS

JOB GROUP CODE: MULTNOMAH COUNTY

DATE: 06/02/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 50

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	58.3	41.7	88.6	3.5	2.4	4.8	.7	0.0	11.4
WTD %	26.3	18.7	39.9	1.6	1.1	2.1	.3	0.0	5.1
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	58.9	41.1	89.8	1.6	2.1	5.7	.8	0.0	10.2
WTD %	26.5	18.5	40.4	.7	.9	2.6	.3	0.0	4.6
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	58.1	41.9	88.7	3.0	2.4	5.2	.8	0.0	11.4
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: COUNTYWIDE - TECHNICIANS  
EMPLOYEE COUNT AS OF: 12/30/92  
DATE OF ANALYSIS: 06/09/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 50

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	107	75	159	11	5	5	2	23	182
EMPLOYEES (%)	58.8	41.2	87.4	6.0	2.7	2.7	1.1	12.6	#####
AVAILABILITY (%)	58.1	41.9	88.7	3.0	2.4	5.2	0.8	11.3	100.1

VISUAL TEST

SHOULD HAVE (#)	106	76	161	5	4	9	1	21	#####
UNDERUTILIZED ?	NO	YES	YES	NO	NO	YES	NO	NO	#####
ADDITIONAL NEEDED (#)		1	2			4			#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	Z		Z				#####
STATISTICAL VALUE	0.11	0.45		1.32				#####
Z OR PROBABILITY	0.91	0.65		0.19				#####
UNDERUTILIZED ?	NO	NO		NO				#####
ADDITIONAL NEEDED (#)								#####
PRACTICAL SIGNIFICANCE								#####

AVAILABILITY DATA SOURCE: BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: PROTECTIVE SERVICE

JOB GROUP CODE: MULTNOMAH COUNTY

DATE: 06/02/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 51

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 10 % )									
RAW %	56.1	43.9	84.2	9.3	1.6	3.5	1.3	0.0	15.7
WTD %	5.6	4.4	8.4	.9	.2	.4	.1	0.0	1.6
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 10 % )									
RAW %	63.8	36.2	91.1	3.7	2.3	2.0	.9	0.0	8.9
WTD %	6.4	3.6	9.1	.4	.2	.2	.1	0.0	.9
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 70 % )									
RAW %	75.3	24.7	84.8	9.5	3.0	1.6	1.1	0.0	15.2
WTD %	52.7	17.3	59.4	6.6	2.1	1.1	.8	0.0	10.6
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	70.1	29.9	85.3	8.6	2.9	2.1	1.1	0.0	14.7
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: PROTECTIVE SERVICES  
EMPLOYEE COUNT AS OF: 12/30/92  
DATE OF ANALYSIS: 06/09/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 51

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	421	138	474	53	17	9	6	85	559
EMPLOYEES (%)	75.3	24.7	84.8	9.5	3.0	1.6	1.1	15.2	#####
AVAILABILITY (%)	70.1	29.9	85.3	8.6	2.8	2.1	1.1	14.7	99.9

VISUAL TEST

SHOULD HAVE (#)	392	167	477	48	16	12	6	82	#####
UNDERUTILIZED ?	NO	YES	YES	NO	NO	YES	NO	NO	#####
ADDITIONAL NEEDED (#)		29	3			3			#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	Z		Z		#####
STATISTICAL VALUE	2.65	0.28		0.66		#####
Z OR PROBABILITY	0.01	0.78		0.51		#####
UNDERUTILIZED ?	YES	NO		NO		#####
ADDITIONAL NEEDED (#)	8					#####
PRACTICAL SIGNIFICANCE	YES					#####

AVAILABILITY DATA SOURCE: BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: PARAPROFESSIONALS

JOB GROUP CODE: MULTNOMAH COUNTY

DATE: 06/02/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 52

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	37.5	62.5	88.5	5.4	1.7	3.6	.9	0.0	11.6
WTD %	16.9	28.1	39.8	2.4	.8	1.6	.4	0.0	5.2
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	40.1	59.9	91.5	2.5	1.8	3.5	.7	0.0	8.5
WTD %	18.0	27.0	41.2	1.1	.8	1.6	.3	0.0	3.8
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	40.3	59.7	89.4	4.2	1.9	3.6	.8	0.0	10.5
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: COUNTYWIDE - PARAPROFESSIONALS  
EMPLOYEE COUNT AS OF: 12/30/92  
DATE OF ANALYSIS: 06/09/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 52

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	109	240	272	34	23	17	3	77	349
EMPLOYEES (%)	31.2	68.8	77.9	9.7	6.6	4.9	0.9	22.1	#####
AVAILABILITY (%)	40.3	59.7	89.4	4.2	1.9	3.6	0.8	10.6	99.9

VISUAL TEST

SHOULD HAVE (#)	141	208	312	15	7	13	3	37	#####
UNDERUTILIZED ?	YES	NO	YES	NO	NO	NO	NO	NO	#####
ADDITIONAL NEEDED (#)	32		40						#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	Z							#####
STATISTICAL VALUE	3.40	6.87							#####
Z OR PROBABILITY	0.00	0.00							#####
UNDERUTILIZED ?	YES	YES							#####
ADDITIONAL NEEDED (#)	14	29							#####
PRACTICAL SIGNIFICANCE	YES	YES							#####

AVAILABILITY DATA SOURCE: BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: ADMINISTRATIVE SUPPORT

JOB GROUP CODE: MULTNOMAH COUNTY

DATE: 06/02/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 53

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	18.3	81.7	84.1	8.7	1.7	4.3	1.2	0.0	15.9
WTD %	8.3	36.7	37.8	3.9	.8	2.0	.5	0.0	7.2
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	14.4	85.6	89.0	4.6	2.2	3.1	1.1	0.0	11.0
WTD %	6.5	38.5	40.1	2.1	1.0	1.4	.5	0.0	4.9
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	20.1	79.9	86.3	6.7	2.1	3.8	1.2	0.0	13.8
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: COUNTYWIDE - ADMINISTRATIVE SUPPORT  
EMPLOYEE COUNT AS OF: 12/30/92  
DATE OF ANALYSIS: 06/09/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 53

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	75	637	606	53	19	27	7	106	712
EMPLOYEES (%)	10.5	89.5	85.1	7.4	2.7	3.8	1.0	14.9	#####
AVAILABILITY (%)	20.1	79.9	86.3	6.7	2.1	3.8	1.2	13.7	100.1

VISUAL TEST

SHOULD HAVE (#)	143	569	614	48	15	27	9	98	#####
UNDERUTILIZED ?	YES	NO	YES	NO	NO	NO	YES	NO	#####
ADDITIONAL NEEDED (#)	68		8				2		#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	Z					Z		#####
STATISTICAL VALUE	6.32	0.87					0.36		#####
Z OR PROBABILITY	0.00	0.39					0.72		#####
UNDERUTILIZED ?	YES	NO					NO		#####
ADDITIONAL NEEDED (#)	47								#####
PRACTICAL SIGNIFICANCE	YES								#####

AVAILABILITY DATA SOURCE: BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: SKILLED CRAFT  
 JOB GROUP CODE: MULTNOMAH COUNTY

DATE: 06/02/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 54

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	93.9	6.1	90.2	4.2	2.4	1.8	1.4	0.0	9.8
WTD %	42.2	2.8	40.6	1.9	1.1	.8	.6	0.0	4.4
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	94.5	5.5	93.1	1.9	2.6	1.3	1.0	0.0	6.8
WTD %	42.5	2.5	41.9	.9	1.2	.6	.5	0.0	3.1
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	90.2	9.8	90.9	3.5	2.6	1.8	1.2	0.0	9.1
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: COUNTYWIDE - SKILLED CRAFT  
EMPLOYEE COUNT AS OF: 12/30/92  
DATE OF ANALYSIS: 06/09/93  
CURRENT CASE GROUP NAME: TRAINING -----CASE NUMBER: 54

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	87	0	78	3	1	1	4	9	87
EMPLOYEES (%)	100.0	0.0	89.7	3.4	1.1	1.1	4.6	10.3	#####
AVAILABILITY (%)	90.2	9.8	90.9	3.5	2.6	1.8	1.2	9.1	100.0

VISUAL TEST

SHOULD HAVE (#)	78	9	79	3	2	2	1	8	#####
UNDERUTILIZED ?	NO	YES	YES	YES	YES	YES	NO	NO	#####
ADDITIONAL NEEDED (#)		9	1	<1	1	1			#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	Z	P	P	P		#####
STATISTICAL VALUE	2.89	0.22	1.00	#0.73	#1.00		#####
Z OR PROBABILITY	0.00	0.83	0.00	0.35	0.00		#####
UNDERUTILIZED ?	YES	NO	NO	NO	NO		#####
ADDITIONAL NEEDED (#)	3						#####
PRACTICAL SIGNIFICANCE	YES						#####

AVAILABILITY DATA SOURCE: BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: SERVICE/MAINTENANCE

JOB GROUP CODE: MULTNOMAH COUNTY

DATE: 06/02/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 55

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	67.2	32.8	79.9	9.2	5.0	4.6	1.3	0.0	20.1
WTD %	30.2	14.8	35.9	4.2	2.2	2.1	.6	0.0	9.1
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	66.9	33.1	86.6	4.5	4.7	3.1	1.1	0.0	13.4
WTD %	30.1	14.9	39.0	2.0	2.1	1.4	.5	0.0	6.0
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	65.7	34.3	83.3	6.9	4.7	3.9	1.2	0.0	16.7
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: COUNTYWIDE - SERVICE/MAINTENANCE  
EMPLOYEE COUNT AS OF: 12/30/92  
DATE OF ANALYSIS: 06/09/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 55

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	150	69	186	17	6	7	3	33	219
EMPLOYEES (%)	68.5	31.5	84.9	7.8	2.7	3.2	1.4	15.1	#####
AVAILABILITY (%)	65.7	34.3	83.3	6.9	4.7	3.9	1.2	16.7	100.0

VISUAL TEST

SHOULD HAVE (#)	144	75	182	15	10	9	3	37	#####
UNDERUTILIZED ?	NO	YES	NO	NO	YES	YES	NO	YES	#####
ADDITIONAL NEEDED (#)		6			4	2		4	#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z		Z	Z		Z	#####
STATISTICAL VALUE	0.80		1.21	0.36		0.56	#####
Z OR PROBABILITY	0.42		0.23	0.72		0.58	#####
UNDERUTILIZED ?	NO		NO	NO		NO	#####
ADDITIONAL NEEDED (#)							#####
PRACTICAL SIGNIFICANCE							#####

AVAILABILITY DATA SOURCE: BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: DA'S OFFICE

JOB GROUP CODE: OFFICIALS/ADMINISTRATORS

DATE: 05/24/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 1

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	36.2	63.8	89.0	5.2	2.2	3.6	0.0	0.0	11.0
WTD %	16.3	28.7	40.0	2.3	1.0	1.6	0.0	0.0	5.0
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	36.0	64.0	93.9	1.6	2.1	1.5	.9	0.0	6.1
WTD %	16.2	28.8	42.3	.7	1.0	.7	.4	0.0	2.7
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	37.8	62.2	90.7	3.7	2.3	2.7	.5	0.0	9.2
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: DA'S OFFICE - OFFICIALS/ADMINISTRATORS  
EMPLOYEE COUNT AS OF:  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 1

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	0	5	5	0	0	0	0	0	5
EMPLOYEES (%)	0.0	100.0	100.0	0.0	0.0	0.0	0.0	0.0	####
AVAILABILITY (%)	37.8	62.2	90.7	3.7	2.3	2.7	0.5	9.3	99.9

VISUAL TEST

SHOULD HAVE (#)	2	3	5	<1	<1	<1	<1	<1	####
UNDERUTILIZED ?	YES	NO	NO	YES	YES	YES	YES	YES	####
ADDITIONAL NEEDED (#)	2			<1	<1	<1	<1	<1	####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	P		P	P	P	P	P	####
STATISTICAL VALUE	#0.16		#1.00	#1.00	#1.00	#1.00	#1.00	####
Z OR PROBABILITY	1.40		0.00	0.00	0.00	0.00	0.00	####
UNDERUTILIZED ?	NO		NO	NO	NO	NO	NO	####
ADDITIONAL NEEDED (#)								####
PRACTICAL SIGNIFICANCE								####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: PROFESSIONALS

JOB GROUP CODE: DISTRICT ATTORNEY'S OFFICE

DATE: 05/25/83

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 2

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	29.4	70.6	80.1	11.1	1.9	4.2	2.7	0.0	19.9
WTD %	13.2	31.8	36.1	5.0	.8	1.9	1.2	0.0	8.9
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	31.6	68.4	89.4	3.8	2.3	2.4	2.1	0.0	10.6
WTD %	14.2	30.8	40.2	1.7	1.0	1.1	.9	0.0	4.8
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	32.8	67.2	84.7	7.4	2.2	3.4	2.3	0.0	15.3
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: DA'S OFFICE - PROFESSIONALS  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 2

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	1	6	6	1	0	0	0	1	7
EMPLOYEES (%)	14.3	85.7	85.7	14.3	0.0	0.0	0.0	14.3	#####
AVAILABILITY (%)	32.8	67.2	84.7	7.4	2.2	3.4	2.3	15.3	100.0

VISUAL TEST

SHOULD HAVE (#)	2	5	6	1	<1	<1	<1	1	#####
UNDERUTILIZED ?	YES	NO	NO	NO	YES	YES	YES	YES	#####
ADDITIONAL NEEDED (#)	1				<1	<1	<1	<1	#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	P				P	P	P	P	#####
STATISTICAL VALUE	#0.44				#1.00	#1.00	#1.00	#1.00	#####
Z OR PROBABILITY	0.78				0.00	0.00	0.00	0.00	#####
UNDERUTILIZED ?	NO				NO	NO	NO	NO	#####
ADDITIONAL NEEDED (#)									#####
PRACTICAL SIGNIFICANCE									#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: PARAPROFESSIONALS

JOB GROUP CODE: DISTRICT ATTORNEY'S OFFICE

DATE: 05/24/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 3

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	38.4	61.6	90.0	3.9	1.9	3.8	.5	0.0	10.1
WTD %	17.3	27.7	40.5	1.8	.9	1.7	.2	0.0	4.5
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	41.0	59.0	91.0	1.7	2.6	4.3	.4	0.0	9.0
WTD %	18.4	26.6	41.0	.7	1.2	1.9	.2	0.0	4.0
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	41.1	58.9	89.8	3.2	2.3	4.1	.5	0.0	10.1
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: DA'S OFFICE - PARAPROFESSIONALS  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING -----CASE NUMBER: 3

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	2	20	21	0	0	1	0	1	22
EMPLOYEES (%)	9.1	90.9	95.5	0.0	0.0	4.5	0.0	4.5	#####
AVAILABILITY (%)	41.1	58.9	89.8	3.2	2.3	4.1	0.5	10.2	99.9

VISUAL TEST

SHOULD HAVE (#)	9	13	20	1	1	1	<1	2	#####
UNDERUTILIZED ?	YES	NO	NO	YES	YES	NO	YES	YES	#####
ADDITIONAL NEEDED (#)	7			1	1		<1	1	#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z		P	P		P	P	#####
STATISTICAL VALUE	2.83		#1.00	#1.00		#1.00	#0.72	#####
Z OR PROBABILITY	0.00		0.00	0.00		0.00	0.37	#####
UNDERUTILIZED ?	YES		NO	NO		NO	NO	#####
ADDITIONAL NEEDED (#)	3							#####
PRACTICAL SIGNIFICANCE	YES							#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: ADMINISTRATIVE SUPPORT

JOB GROUP CODE: DA'S OFFICE

DATE: 05/24/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 4

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	19.1	80.9	82.7	9.7	1.8	4.6	1.2	0.0	17.3
WTD %	8.6	36.4	37.2	4.4	.8	2.1	.5	0.0	7.8
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	15.0	85.0	88.0	5.2	2.2	3.4	1.2	0.0	12.0
WTD %	6.8	38.2	39.6	2.4	1.0	1.5	.5	0.0	5.4
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	20.7	79.3	85.2	7.4	2.1	4.1	1.2	0.0	14.8
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: DA'S OFFICE - ADMINISTRATIVE SUPPORT  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING -----CASE NUMBER: 4

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	3	57	55	3	1	1	0	5	60
EMPLOYEES (%)	5.0	95.0	91.7	5.0	1.7	1.7	0.0	8.3	#####
AVAILABILITY (%)	20.7	79.3	85.2	7.4	2.1	4.1	1.2	14.8	100.0

VISUAL TEST

SHOULD HAVE (#)	12	48	51	4	1	2	1	9	#####
UNDERUTILIZED ?	YES	NO	NO	YES	YES	YES	YES	YES	#####
ADDITIONAL NEEDED (#)	9			1	<1	1	1	4	#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z		P	P	P	P	Z	#####
STATISTICAL VALUE	2.84		0.63	#1.00	#0.52	#1.00	1.23	#####
Z OR PROBABILITY	0.00		0.50	0.00	0.65	0.00	0.22	#####
UNDERUTILIZED ?	YES		NO	NO	NO	NO	NO	#####
ADDITIONAL NEEDED (#)	3							#####
PRACTICAL SIGNIFICANCE	YES							#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: OFFICIALS/ADMINISTRATORS

JOB GROUP CODE: COMMUNITY CORRECTIONS

DATE: 05/24/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 5

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	58.8	41.2	92.4	2.5	1.5	2.6	1.0	0.0	7.6
WTD %	26.5	18.5	41.6	1.1	.7	1.2	.4	0.0	3.4
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	62.7	37.3	94.9	.7	1.7	1.7	.9	0.0	5.0
WTD %	28.2	16.8	42.7	.3	.8	.8	.4	0.0	2.3
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	60.0	40.0	92.6	2.1	1.8	2.4	1.0	0.0	7.3
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: COMMUNITY CORRECTIONS - OFFICIALS/ADMINISTRATORS  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING -----CASE NUMBER: 5

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	15	9	21	3	0	0	0	3	24
EMPLOYEES (%)	62.5	37.5	87.5	12.5	0.0	0.0	0.0	12.5	#####
AVAILABILITY (%)	60.0	40.0	92.6	2.1	1.8	2.4	1.0	7.4	99.9

VISUAL TEST

SHOULD HAVE (#)	14	10	22	1	<1	1	<1	2	#####
UNDERUTILIZED ?	NO	YES	YES	NO	YES	YES	YES	NO	#####
ADDITIONAL NEEDED (#)		1	1		<1	1	<1		#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	P	P	P	P		#####
STATISTICAL VALUE	0.04	0.42	#1.00	#1.00	#1.00		#####
Z OR PROBABILITY	0.97	0.82	0.00	0.00	0.00		#####
UNDERUTILIZED ?	NO	NO	NO	NO	NO		#####
ADDITIONAL NEEDED (#)							#####
PRACTICAL SIGNIFICANCE							#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: PROFESSIONALS

JOB GROUP CODE: COMMUNITY CORRECTIONS

DATE: 05/24/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 6

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	30.3	69.7	79.6	11.8	1.7	4.2	2.8	0.0	20.5
WTD %	13.6	31.4	35.8	5.3	.8	1.9	1.2	0.0	9.2
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	33.0	67.0	89.2	4.0	2.2	2.5	2.1	0.0	10.8
WTD %	14.9	30.1	40.2	1.8	1.0	1.1	1.0	0.0	4.8
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	33.9	66.1	84.3	7.8	2.1	3.4	2.3	0.0	15.6
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: COMMUNITY CORRECTIONS - PROFESSIONALS  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 6

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	71	66	116	15	3	2	1	21	137
EMPLOYEES (%)	51.8	48.2	84.7	10.9	2.2	1.5	0.7	15.3	#####
AVAILABILITY (%)	33.9	66.1	84.3	7.8	2.1	3.4	2.3	15.7	99.9

VISUAL TEST

SHOULD HAVE (#)	46	91	115	11	3	5	3	22	#####
UNDERUTILIZED ?	NO	YES	NO	NO	NO	YES	YES	YES	#####
ADDITIONAL NEEDED (#)		25				3	2	1	#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z				P	P	Z	#####
STATISTICAL VALUE	4.34				0.34	0.38	0.00	#####
Z OR PROBABILITY	0.00				0.97	0.88	0.50	#####
UNDERUTILIZED ?	YES				NO	NO	NO	#####
ADDITIONAL NEEDED (#)	14							#####
PRACTICAL SIGNIFICANCE	YES							#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: PARAPROFESSIONALS

JOB GROUP CODE: COMMUNITY CORRECTIONS

DATE: 05/24/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 7

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	44.5	55.5	86.8	11.5	.4	1.3	0.0	0.0	13.2
WTD %	20.0	25.0	39.0	5.2	.2	.6	0.0	0.0	6.0
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	48.1	51.9	90.7	5.1	.8	3.3	.1	0.0	9.3
WTD %	21.6	23.4	40.8	2.3	.4	1.5	.1	0.0	4.2
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	47.0	53.0	88.3	8.2	.9	2.5	.2	0.0	11.8
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: COMMUNITY CORRECTIONS - PARAPROFESSIONALS  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 7

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	20	16	32	2	2	0	0	4	36
EMPLOYEES (%)	55.6	44.4	88.9	5.6	5.6	0.0	0.0	11.1	####
AVAILABILITY (%)	47.0	53.0	88.3	8.2	0.9	2.5	0.2	11.7	100.1

VISUAL TEST

SHOULD HAVE (#)	17	19	32	3	<1	1	<1	4	####
UNDERUTILIZED ?	NO	YES	NO	YES	NO	YES	YES	YES	####
ADDITIONAL NEEDED (#)		3		1		1	<1	<1	####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	P	P	P	P	####
STATISTICAL VALUE	0.86	0.77	#1.00	#1.00	1.00	####
Z OR PROBABILITY	0.39	0.31	0.00	0.00	0.00	####
UNDERUTILIZED ?	NO	NO	NO	NO	NO	####
ADDITIONAL NEEDED (#)						####
PRACTICAL SIGNIFICANCE						####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: ADMINISTRATIVE SUPPORT

JOB GROUP CODE: COMMUNITY CORRECTIONS

DATE: 05/24/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 8

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	17.5	82.5	83.5	9.1	1.8	4.4	1.2	0.0	16.5
WTD %	7.9	37.1	37.6	4.1	.8	2.0	.5	0.0	7.4
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	13.5	86.5	88.6	4.9	2.2	3.2	1.1	0.0	11.4
WTD %	6.1	38.9	39.9	2.2	1.0	1.4	.5	0.0	5.1
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	19.3	80.7	85.9	7.0	2.1	3.8	1.2	0.0	14.1
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: COMMUNITY CORRECTIONS - ADMINISTRATIVE SUPPORT  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 8

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	0	47	34	7	3	1	2	13	47
EMPLOYEES (%)	0.0	100.0	72.3	14.9	6.4	2.1	4.3	27.7	#####
AVAILABILITY (%)	19.3	80.7	85.9	7.0	2.1	3.8	1.2	14.1	100.0

VISUAL TEST

SHOULD HAVE (#)	9	38	40	3	1	2	1	7	#####
UNDERUTILIZED ?	YES	NO	YES	NO	NO	YES	NO	NO	#####
ADDITIONAL NEEDED (#)	9		6			1			#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	Z	P	#####
STATISTICAL VALUE	3.17	2.46	#1.00	#####
Z OR PROBABILITY	0.00	0.01	0.00	#####
UNDERUTILIZED ?	YES	YES	NO	#####
ADDITIONAL NEEDED (#)	4	2		#####
PRACTICAL SIGNIFICANCE	YES	NO		#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: OFFICIALS/ADMINISTRATORS

JOB GROUP CODE: SHERIFF'S OFFICE

DATE: 05/24/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 9

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	46.8	53.2	88.5	5.3	1.6	3.2	1.3	0.0	11.4
WTD %	21.0	24.0	39.8	2.4	.7	1.4	.6	0.0	5.2
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	54.0	46.0	93.4	1.6	2.1	1.9	1.1	0.0	6.7
WTD %	24.3	20.7	42.0	.7	.9	.8	.5	0.0	3.0
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	50.7	49.3	90.2	3.8	2.0	2.7	1.2	0.0	9.7
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: SHERIFF'S OFFICE - OFFICIALS/ADMINISTRATORS  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 9

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	27	9	34	2	0	0	0	2	36
EMPLOYEES (%)	75.0	25.0	94.4	5.6	0.0	0.0	0.0	5.6	#####
AVAILABILITY (%)	50.7	49.3	90.2	3.8	2.0	2.7	1.2	9.8	99.9

VISUAL TEST

SHOULD HAVE (#)	18	18	32	1	1	1	<1	4	#####
UNDERUTILIZED ?	NO	YES	NO	NO	YES	YES	YES	YES	#####
ADDITIONAL NEEDED (#)		9			1	1	<1	2	#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	P	P	P	P	#####
STATISTICAL VALUE	2.75	#1.00	#1.00	#1.00	0.58	#####
Z OR PROBABILITY	0.01	0.00	0.00	0.00	0.57	#####
UNDERUTILIZED ?	YES	NO	NO	NO	NO	#####
ADDITIONAL NEEDED (#)	3					#####
PRACTICAL SIGNIFICANCE	YES					#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: PROFESSIONALS

JOB GROUP CODE: SHERIFF'S OFFICE

DATE: 05/25/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 10

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	32.6	67.4	81.1	10.6	1.7	4.1	2.5	0.0	18.9
WTD %	14.7	30.3	36.5	4.8	.8	1.9	1.1	0.0	8.5
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	36.0	64.0	89.9	3.5	2.2	2.5	1.9	0.0	10.1
WTD %	16.2	28.8	40.5	1.6	1.0	1.1	.9	0.0	4.5
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	36.3	63.7	85.4	7.0	2.1	3.4	2.1	0.0	14.6
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: SHERIFF'S OFFICE - PROFESSIONALS  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 10

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	15	19	28	4	1	1	0	6	34
EMPLOYEES (%)	44.1	55.9	82.4	11.8	2.9	2.9	0.0	17.6	#####
AVAILABILITY (%)	36.3	63.7	85.4	7.0	2.1	3.4	2.1	14.6	100.0

VISUAL TEST

SHOULD HAVE (#)	12	22	29	2	1	1	1	5	#####
UNDERUTILIZED ?	NO	YES	YES	NO	NO	YES	YES	NO	#####
ADDITIONAL NEEDED (#)		3	1			<1	1		#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	P		P	P	#####
STATISTICAL VALUE	0.77	0.62		#1.00	#1.00	#####
Z OR PROBABILITY	0.44	0.50		0.00	0.00	#####
UNDERUTILIZED ?	NO	NO		NO	NO	#####
ADDITIONAL NEEDED (#)						#####
PRACTICAL SIGNIFICANCE						#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: TECHNICIANS

JOB GROUP CODE: SHERIFF'S OFFICE

DATE: 05/25/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 11

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	73.3	26.7	94.2	1.0	.6	4.2	0.0	0.0	5.8
WTD %	33.0	12.0	42.4	.5	.3	1.9	0.0	0.0	2.6
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	75.5	24.5	90.5	.5	1.3	7.5	.3	0.0	9.6
WTD %	34.0	11.0	40.7	.2	.6	3.4	.1	0.0	4.3
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	72.3	27.7	91.5	1.4	1.2	5.7	.3	0.0	8.6
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: SHERIFF'S OFFICE - TECHNICIANS  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 11

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	0	1	0	0	0	1	0	1	1
EMPLOYEES (%)	0.0	100.0	0.0	0.0	0.0	100.0	0.0	100.0	####
AVAILABILITY (%)	72.3	27.7	91.5	1.4	1.2	5.7	0.3	8.5	100.1

VISUAL TEST

SHOULD HAVE (#)	1	<1	1	<1	<1	<1	<1	<1	####
UNDERUTILIZED ?	YES	NO	YES	YES	YES	NO	YES	NO	####
ADDITIONAL NEEDED (#)	1		1	<1	<1		<1		####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	P	P	P	P	P	####
STATISTICAL VALUE	#0.28	#0.09	#1.00	#1.00	#1.00	####
Z OR PROBABILITY	1.10	1.73	0.00	0.00	0.00	####
UNDERUTILIZED ?	NO	NO	NO	NO	NO	####
ADDITIONAL NEEDED (#)						####
PRACTICAL SIGNIFICANCE						####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: PROTECTIVE SERVICE

JOB GROUP CODE: SHERIFF'S OFFICE

DATE: 05/25/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 12

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	75.2	24.8	87.9	6.5	1.3	4.3	0.0	0.0	12.1
WTD %	33.8	11.2	39.5	2.9	.6	1.9	0.0	0.0	5.5
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	78.3	21.7	92.5	2.1	2.8	2.2	.4	0.0	7.5
WTD %	35.3	9.7	41.6	.9	1.2	1.0	.2	0.0	3.4
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	74.5	25.5	89.6	4.6	2.2	3.4	.3	0.0	10.5
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: SHERIFF'S OFFICE - PROTECTIVE SERVICE  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 12

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	373	109	426	37	10	6	3	56	482
EMPLOYEES (%)	77.4	22.6	88.4	7.7	2.1	1.2	0.6	11.6	#####
AVAILABILITY (%)	74.5	25.5	89.6	4.6	2.2	3.4	0.3	10.4	100.1

VISUAL TEST

SHOULD HAVE (#)	359	123	432	22	11	16	1	50	#####
UNDERUTILIZED ?	NO	YES	YES	NO	YES	YES	NO	NO	#####
ADDITIONAL NEEDED (#)		14	6		1	10			#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	Z	Z	Z					#####
STATISTICAL VALUE	1.40	0.80		0.03	2.49				#####
Z OR PROBABILITY	0.16	0.42		0.97	0.01				#####
UNDERUTILIZED ?	NO	NO		NO	YES				#####
ADDITIONAL NEEDED (#)					3				#####
PRACTICAL SIGNIFICANCE					YES				#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: PARAPROFESSIONALS

JOB GROUP CODE: SHERIFF'S OFFICE

DATE: 05/24/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 13

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	54.6	45.4	91.1	4.5	1.4	2.3	.7	0.0	8.9
WTD %	24.6	20.4	41.0	2.0	.6	1.0	.3	0.0	4.0
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	59.2	40.8	93.2	1.9	1.7	2.6	.6	0.0	6.8
WTD %	26.6	18.4	41.9	.9	.7	1.2	.3	0.0	3.1
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	56.6	43.4	91.4	3.6	1.7	2.6	.7	0.0	8.6
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: SHERIFF'S OFFICE - PARAPROFESSIONALS  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 13

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	16	8	21	1	1	0	1	3	24
EMPLOYEES (%)	66.7	33.3	87.5	4.2	4.2	0.0	4.2	12.5	#####
AVAILABILITY (%)	56.6	43.4	91.4	3.6	1.7	2.6	0.7	8.6	100.0

VISUAL TEST

SHOULD HAVE (#)	14	10	22	1	<1	1	<1	2	#####
UNDERUTILIZED ?	NO	YES	YES	NO	NO	YES	NO	NO	#####
ADDITIONAL NEEDED (#)		2	1			1			#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	P	P	#####
STATISTICAL VALUE	0.79	0.46	#1.00	#####
Z OR PROBABILITY	0.43	0.75	0.00	#####
UNDERUTILIZED ?	NO	NO	NO	#####
ADDITIONAL NEEDED (#)				#####
PRACTICAL SIGNIFICANCE				#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: ADMINISTRATIVE SUPPORT

JOB GROUP CODE: SHERIFF'S OFFICE

DATE: 05/25/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 14

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	23.5	76.5	84.8	8.3	1.7	3.9	1.4	0.0	15.3
WTD %	10.6	34.4	38.2	3.7	.8	1.7	.6	0.0	6.8
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	19.3	80.7	89.9	4.1	2.1	3.0	1.0	0.0	10.2
WTD %	8.7	36.3	40.4	1.9	.9	1.3	.4	0.0	4.6
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	24.7	75.3	87.0	6.3	2.0	3.5	1.2	0.0	13.0
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: SHERIFF'S OFFICE - ADMINISTRATIVE SUPPORT  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 14

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	9	71	71	3	2	2	2	9	80
EMPLOYEES (%)	11.3	88.8	88.8	3.8	2.5	2.5	2.5	11.3	#####
AVAILABILITY (%)	24.7	75.3	87.0	6.3	2.0	3.5	1.2	13.0	100.0

VISUAL TEST

SHOULD HAVE (#)	20	60	70	5	2	3	1	10	#####
UNDERUTILIZED ?	YES	NO	NO	YES	NO	YES	NO	YES	#####
ADDITIONAL NEEDED (#)	11			2		1		1	#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z		Z		P		Z	#####
STATISTICAL VALUE	2.66		0.71		#1.00		0.30	#####
Z OR PROBABILITY	0.01		0.48		0.00		0.76	#####
UNDERUTILIZED ?	YES		NO		NO		NO	#####
ADDITIONAL NEEDED (#)	3							#####
PRACTICAL SIGNIFICANCE	YES							#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: SERVICE/MAINTENANCE

JOB GROUP CODE: SHERIFF'S OFFICE

DATE: 05/25/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 15

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	56.1	43.9	80.5	6.5	4.0	8.1	.9	0.0	19.5
WTD %	25.2	19.8	36.2	2.9	1.8	3.6	.4	0.0	8.8
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	55.3	44.7	86.7	3.3	3.9	5.1	.9	0.0	13.2
WTD %	24.9	20.1	39.0	1.5	1.8	2.3	.4	0.0	6.0
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	55.5	44.5	83.6	5.1	3.9	6.4	1.0	0.0	16.4
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: SHERIFF'S OFFICE - SERVICE/MAINTENANCE  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 15

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	19	5	23	0	0	1	0	1	24
EMPLOYEES (%)	79.2	20.8	95.8	0.0	0.0	4.2	0.0	4.2	####
AVAILABILITY (%)	55.5	44.5	83.6	5.1	3.9	6.4	1.0	16.4	100.0

VISUAL TEST

SHOULD HAVE (#)	13	11	20	1	1	2	<1	4	####
UNDERUTILIZED ?	NO	YES	NO	YES	YES	YES	YES	YES	####
ADDITIONAL NEEDED (#)		6		1	1	1	<1	3	####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	P	P	P	P	P	####
STATISTICAL VALUE	2.13	#0.63	#1.00	#1.00	#1.00	0.16	####
Z OR PROBABILITY	0.03	0.49	0.00	0.00	0.00	1.41	####
UNDERUTILIZED ?	YES	NO	NO	NO	NO	NO	####
ADDITIONAL NEEDED (#)	1						####
PRACTICAL SIGNIFICANCE	NO						####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: OFFICIALS/ADMINISTRATORS

JOB GROUP CODE: LIBRARY

DATE: 05/24/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 16

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	44.2	55.8	89.9	3.4	1.2	4.9	.6	0.0	10.1
WTD %	19.9	25.1	40.5	1.5	.5	2.2	.3	0.0	4.5
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	44.8	55.2	94.5	.9	1.6	2.2	.7	0.0	5.4
WTD %	20.2	24.8	42.5	.4	.7	1.0	.3	0.0	2.5
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	45.5	54.5	91.4	2.6	1.6	3.7	.7	0.0	8.6
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: LIBRARY - OFFICIALS/ADMINISTRATORS  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING -----CASE NUMBER: 16

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	5	38	42	1	0	0	0	1	43
EMPLOYEES (%)	11.6	88.4	97.7	2.3	0.0	0.0	0.0	2.3	####
AVAILABILITY (%)	45.5	54.5	91.4	2.6	1.6	3.7	0.7	8.6	100.0

VISUAL TEST

SHOULD HAVE (#)	20	23	39	1	1	2	<1	4	####
UNDERUTILIZED ?	YES	NO	NO	YES	YES	YES	YES	YES	####
ADDITIONAL NEEDED (#)	15			<1	1	2	<1	3	####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z		P	P	P	P	P	####
STATISTICAL VALUE	4.31		#1.00	#1.00	#0.41	#1.00	0.18	####
Z OR PROBABILITY	0.00		0.00	0.00	0.83	0.00	1.36	####
UNDERUTILIZED ?	YES		NO	NO	NO	NO	NO	####
ADDITIONAL NEEDED (#)	8							####
PRACTICAL SIGNIFICANCE	YES							####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: PROFESSIONALS

JOB GROUP CODE: LIBRARY

DATE: 05/26/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 17

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	37.2	62.8	82.9	5.8	.5	10.8	.1	0.0	17.2
WTD %	16.7	28.3	37.3	2.6	.2	4.9	0.0	0.0	7.7
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	32.0	68.0	93.0	1.5	1.2	4.1	.2	0.0	7.0
WTD %	14.4	30.6	41.9	.7	.5	1.9	.1	0.0	3.1
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	36.5	63.5	87.6	4.0	1.1	7.2	.2	0.0	12.5
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: LIBRARY - PROFESSIONALS

EMPLOYEE COUNT AS OF: 12/30/93

DATE OF ANALYSIS: 06/10/93

CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 17

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	10	42	50	0	0	2	0	2	52
EMPLOYEES (%)	19.2	80.8	96.2	0.0	0.0	3.8	0.0	3.8	#####
AVAILABILITY (%)	36.5	63.5	87.6	4.0	1.1	7.2	0.2	12.4	100.1

VISUAL TEST

SHOULD HAVE (#)	19	33	46	2	1	4	<1	6	#####
UNDERUTILIZED ?	YES	NO	NO	YES	YES	YES	YES	YES	#####
ADDITIONAL NEEDED (#)	9			2	1	2	<1	4	#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	P	P	P	P	Z	#####
STATISTICAL VALUE	2.44	#0.27	#1.00	0.59	#1.00	1.66	#####
Z OR PROBABILITY	0.01	1.10	0.00	0.55	0.00	0.10	#####
UNDERUTILIZED ?	YES	NO	NO	NO	NO	NO	#####
ADDITIONAL NEEDED (#)	2						#####
PRACTICAL SIGNIFICANCE	NO						#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: TECHNICIANS

JOB GROUP CODE: LIBRARY

DATE: 05/26/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 18

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	73.3	26.7	94.2	1.0	.6	4.2	0.0	0.0	5.8
WTD %	33.0	12.0	42.4	.5	.3	1.9	0.0	0.0	2.6
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	75.5	24.5	90.5	.5	1.3	7.5	.3	0.0	9.6
WTD %	34.0	11.0	40.7	.2	.6	3.4	.1	0.0	4.3
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	72.3	27.7	91.5	1.4	1.2	5.7	.3	0.0	8.6
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: LIBRARY - TECHNICIANS  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 18

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	1	1	2	0	0	0	0	0	2
EMPLOYEES (%)	50.0	50.0	100.0	0.0	0.0	0.0	0.0	0.0	####
AVAILABILITY (%)	72.3	27.7	91.5	1.4	1.2	5.7	0.3	8.5	100.1

VISUAL TEST

SHOULD HAVE (#)	1	1	2	<1	<1	<1	<1	<1	####
UNDERUTILIZED ?	YES	NO	NO	YES	YES	YES	YES	YES	####
ADDITIONAL NEEDED (#)	<1			<1	<1	<1	<1	<1	####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	P			P	P	P	P	P	####
STATISTICAL VALUE	#0.48			#1.00	#1.00	#1.00	#1.00	#1.00	####
Z OR PROBABILITY	0.72			0.00	0.00	0.00	0.00	0.00	####
UNDERUTILIZED ?	NO			NO	NO	NO	NO	NO	####
ADDITIONAL NEEDED (#)									####
PRACTICAL SIGNIFICANCE									####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: PARAPROFESSIONALS

JOB GROUP CODE: LIBRARY

DATE: 05/26/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 19

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	21.9	78.1	88.3	4.9	1.3	5.4	.1	0.0	11.7
WTD %	9.9	35.1	39.7	2.2	.6	2.4	0.0	0.0	5.3
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	17.0	83.0	91.0	2.6	2.6	3.0	.7	0.0	8.9
WTD %	7.6	37.4	41.0	1.2	1.2	1.4	.3	0.0	4.0
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	22.9	77.1	89.1	4.1	2.1	4.3	.5	0.0	11.0
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: LIBRARY - PARAPROFESSIONALS  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 19

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	7	45	48	2	1	1	0	4	52
EMPLOYEES (%)	13.5	86.5	92.3	3.8	1.9	1.9	0.0	7.7	#####
AVAILABILITY (%)	22.9	77.1	89.1	4.1	2.1	4.3	0.5	10.9	100.1

VISUAL TEST

SHOULD HAVE (#)	12	40	46	2	1	2	<1	6	#####
UNDERUTILIZED ?	YES	NO	NO	YES	YES	YES	YES	YES	#####
ADDITIONAL NEEDED (#)	5			<1	<1	1	<1	2	#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z		P	P	P	P	Z	#####
STATISTICAL VALUE	1.45		#1.00	#1.00	#0.73	#1.00	0.52	#####
Z OR PROBABILITY	0.15		0.00	0.00	0.36	0.00	0.60	#####
UNDERUTILIZED ?	NO		NO	NO	NO	NO	NO	#####
ADDITIONAL NEEDED (#)								#####
PRACTICAL SIGNIFICANCE								#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: ADMINISTRATIVE SUPPORT

JOB GROUP CODE: LIBRARY

DATE: 05/26/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 20

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	19.7	80.3	87.2	5.7	1.5	5.2	.4	0.0	12.8
WTD %	8.9	36.1	39.3	2.6	.7	2.3	.2	0.0	5.7
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	14.6	85.4	90.5	3.2	2.5	3.0	.9	0.0	9.6
WTD %	6.6	38.4	40.7	1.4	1.1	1.3	.4	0.0	4.3
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	20.8	79.2	88.4	4.7	2.1	4.1	.7	0.0	11.6
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: LIBRARY - ADMINISTRATIVE SUPPORT  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 20

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	24	108	120	6	2	4	0	12	132
EMPLOYEES (%)	18.2	81.8	90.9	4.5	1.5	3.0	0.0	9.1	#####
AVAILABILITY (%)	20.8	79.2	88.4	4.7	2.1	4.1	0.7	11.6	100.0

VISUAL TEST

SHOULD HAVE (#)	27	105	117	6	3	5	1	15	#####
UNDERUTILIZED ?	YES	NO	NO	YES	YES	YES	YES	YES	#####
ADDITIONAL NEEDED (#)	3			<1	1	1	1	3	#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z		Z	P	Z	P	Z	#####
STATISTICAL VALUE	0.63		0.12	#1.00	0.40	#1.00	0.76	#####
Z OR PROBABILITY	0.53		0.90	0.00	0.69	0.00	0.44	#####
UNDERUTILIZED ?	NO		NO	NO	NO	NO	NO	#####
ADDITIONAL NEEDED (#)								#####
PRACTICAL SIGNIFICANCE								#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: SERVICE/MAINTENANCE

JOB GROUP CODE: LIBRARY

DATE: 05/26/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 21

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	22.0	78.0	88.4	4.8	1.3	5.5	0.0	0.0	11.6
WTD %	9.9	35.1	39.8	2.1	.6	2.5	0.0	0.0	5.2
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	16.8	83.2	91.0	2.6	2.7	3.0	.7	0.0	9.0
WTD %	7.5	37.5	41.0	1.2	1.2	1.4	.3	0.0	4.0
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	22.8	77.2	89.1	4.0	2.1	4.3	.5	0.0	10.9
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: LIBRARY - SERVICE/MAINTENANCE  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 21

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	38	53	83	3	2	2	1	8	91
EMPLOYEES (%)	41.8	58.2	91.2	3.3	2.2	2.2	1.1	8.8	#####
AVAILABILITY (%)	22.8	77.2	89.1	4.0	2.1	4.3	0.5	10.9	100.0

VISUAL TEST

SHOULD HAVE (#)	21	70	81	4	2	4	<1	10	#####
UNDERUTILIZED ?	NO	YES	NO	YES	NO	YES	NO	YES	#####
ADDITIONAL NEEDED (#)		17		1		2		2	#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	P	P	Z	#####
STATISTICAL VALUE	4.19	1.00	0.44	0.48	#####
Z OR PROBABILITY	0.00	0.00	0.78	0.63	#####
UNDERUTILIZED ?	YES	NO	NO	NO	#####
ADDITIONAL NEEDED (#)	9				#####
PRACTICAL SIGNIFICANCE	YES				#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: OFFICIALS/ADMINISTRATORS

JOB GROUP CODE: HEALTH DEPARTMENT

DATE: 05/26/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 22

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	47.6	52.4	93.4	2.0	2.2	1.9	.4	0.0	6.5
WTD %	21.4	23.6	42.0	.9	1.0	.9	.2	0.0	3.0
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	44.3	55.7	94.0	.7	2.5	1.5	1.3	0.0	6.0
WTD %	19.9	25.1	42.3	.3	1.1	.7	.6	0.0	2.7
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	46.7	53.3	92.7	1.9	2.4	2.0	.9	0.0	7.2
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: HEALTH - OFFICIALS/ADMINISTRATORS  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 22

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	18	49	57	8	0	1	1	10	67
EMPLOYEES (%)	26.9	73.1	85.1	11.9	0.0	1.5	1.5	14.9	#####
AVAILABILITY (%)	46.7	53.3	92.7	1.9	2.4	2.0	0.9	7.3	99.9

VISUAL TEST

SHOULD HAVE (#)	31	36	62	1	2	1	1	5	#####
UNDERUTILIZED ?	YES	NO	YES	NO	YES	YES	NO	NO	#####
ADDITIONAL NEEDED (#)	13		5		2	<1			#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	P	P	P	#####
STATISTICAL VALUE	3.13	0.03	#0.41	#1.00	#####
Z OR PROBABILITY	0.00	2.19	0.83	0.00	#####
UNDERUTILIZED ?	YES	YES	NO	NO	#####
ADDITIONAL NEEDED (#)	5	1			#####
PRACTICAL SIGNIFICANCE	YES	NO			#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: PROFESSIONALS

JOB GROUP CODE: HEALTH DEPARTMENT

DATE: 05/26/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 23

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	12.2	87.8	90.3	2.7	2.4	3.9	.7	0.0	9.7
WTD %	5.5	39.5	40.6	1.2	1.1	1.7	.3	0.0	4.4
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	10.7	89.3	95.1	.8	1.5	1.9	.7	0.0	4.9
WTD %	4.8	40.2	42.8	.4	.7	.9	.3	0.0	2.2
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	15.7	84.3	91.8	2.3	2.1	3.1	.8	0.0	8.3
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: HEALTH - PROFESSIONALS  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING -----CASE NUMBER: 23

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	66	252	296	9	6	7	0	22	318
EMPLOYEES (%)	20.8	79.2	93.1	2.8	1.9	2.2	0.0	6.9	#####
AVAILABILITY (%)	15.7	84.3	91.8	2.3	2.1	3.1	0.8	8.2	100.1

VISUAL TEST

SHOULD HAVE (#)	50	268	292	7	7	10	3	26	#####
UNDERUTILIZED ?	NO	YES	NO	NO	YES	YES	YES	YES	#####
ADDITIONAL NEEDED (#)		16			1	3	3	4	#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z		Z	Z	P	Z	#####
STATISTICAL VALUE	2.40		0.07	0.76	#0.19	0.73	#####
Z OR PROBABILITY	0.02		0.94	0.45	1.32	0.46	#####
UNDERUTILIZED ?	YES		NO	NO	NO	NO	#####
ADDITIONAL NEEDED (#)	3						#####
PRACTICAL SIGNIFICANCE	YES						#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: TECHNICIANS

JOB GROUP CODE: HEALTH DEPARTMENT

DATE: 05/26/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 24

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	17.3	82.7	87.0	4.0	4.3	4.0	.7	0.0	13.0
WTD %	7.8	37.2	39.2	1.8	1.9	1.8	.3	0.0	5.8
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	13.6	86.4	91.1	1.7	3.1	3.4	.7	0.0	8.9
WTD %	6.1	38.9	41.0	.8	1.4	1.5	.3	0.0	4.0
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	19.3	80.7	88.5	3.2	3.7	3.8	.8	0.0	11.5
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: HEALTH - TECHNICIANS  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 24

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	13	44	47	7	2	1	0	10	57
EMPLOYEES (%)	22.8	77.2	82.5	12.3	3.5	1.8	0.0	17.5	#####
AVAILABILITY (%)	19.3	80.7	88.5	3.2	3.7	3.8	0.8	11.5	100.0

VISUAL TEST

SHOULD HAVE (#)	11	46	50	2	2	2	<1	7	#####
UNDERUTILIZED ?	NO	YES	YES	NO	YES	YES	YES	NO	#####
ADDITIONAL NEEDED (#)		2	3		<1	1	<1		#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	Z	P	P	P	#####
STATISTICAL VALUE	0.50	1.22	#1.00	#0.73	#1.00	#####
Z OR PROBABILITY	0.61	0.22	0.00	0.36	0.00	#####
UNDERUTILIZED ?	NO	NO	NO	NO	NO	#####
ADDITIONAL NEEDED (#)						#####
PRACTICAL SIGNIFICANCE						#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: PROTECTIVE SERVICE

JOB GROUP CODE: HEALTH DEPARTMENT

DATE: 05/26/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 25

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	72.7	27.3	88.1	3.8	6.6	0.0	1.6	0.0	12.0
WTD %	32.7	12.3	39.6	1.7	3.0	0.0	.7	0.0	5.4
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	71.4	28.6	89.6	2.4	6.1	1.3	.6	0.0	10.4
WTD %	32.1	12.9	40.3	1.1	2.7	.6	.3	0.0	4.7
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	70.2	29.8	88.4	3.5	6.0	1.0	1.1	0.0	11.6
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: HEALTH - PROTECTIVE SERVICE  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 25

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	1	0	1	0	0	0	0	0	1
EMPLOYEES (%)	100.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	####
AVAILABILITY (%)	70.2	29.8	88.4	3.5	6.0	1.0	1.1	11.6	100.0

VISUAL TEST

SHOULD HAVE (#)	1	<1	1	<1	<1	<1	<1	<1	####
UNDERUTILIZED ?	NO	YES	NO	YES	YES	YES	YES	YES	####
ADDITIONAL NEEDED (#)		<1		<1	<1	<1	<1	<1	####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	P	P	P	P	P	P	P	####
STATISTICAL VALUE	#1.00	#1.00	#1.00	#1.00	#1.00	#1.00	#1.00	####
Z OR PROBABILITY	0.00	0.00	0.00	0.00	0.00	0.00	0.00	####
UNDERUTILIZED ?	NO	NO	NO	NO	NO	NO	NO	####
ADDITIONAL NEEDED (#)								####
PRACTICAL SIGNIFICANCE								####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: PARAPROFESSIONALS

JOB GROUP CODE: HEALTH DEPARTMENT

DATE: 05/26/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 26

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	28.6	71.4	86.2	6.4	2.2	3.6	1.6	0.0	13.8
WTD %	12.9	32.1	38.8	2.9	1.0	1.6	.7	0.0	6.2
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	31.0	69.0	91.0	3.0	1.8	3.3	.9	0.0	9.0
WTD %	14.0	31.0	40.9	1.4	.8	1.5	.4	0.0	4.1
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	32.2	67.8	88.1	4.9	2.2	3.5	1.3	0.0	11.9
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: HEALTH - PARAPROFESSIONALS  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 26

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	30	94	79	17	16	11	1	45	124
EMPLOYEES (%)	24.2	75.8	63.7	13.7	12.9	8.9	0.8	36.3	#####
AVAILABILITY (%)	32.2	67.8	88.1	4.9	2.2	3.5	1.3	11.9	100.0

VISUAL TEST

SHOULD HAVE (#)	40	84	109	6	3	4	2	15	#####
UNDERUTILIZED ?	YES	NO	YES	NO	NO	NO	YES	NO	#####
ADDITIONAL NEEDED (#)	10		30				1		#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	Z				P	#####
STATISTICAL VALUE	1.81	8.25				#1.00	#####
Z OR PROBABILITY	0.07	0.00				0.00	#####
UNDERUTILIZED ?	NO	YES				NO	#####
ADDITIONAL NEEDED (#)		23					#####
PRACTICAL SIGNIFICANCE		YES					#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: ADMINISTRATIVE SUPPORT

JOB GROUP CODE: HEALTH DEPARTMENT

DATE: 05/26/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 27

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	17.5	82.5	83.9	8.8	1.8	4.4	1.2	0.0	16.2
WTD %	7.9	37.1	37.7	4.0	.8	2.0	.5	0.0	7.3
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	13.6	86.4	89.0	4.6	2.2	3.2	1.1	0.0	11.1
WTD %	6.1	38.9	40.0	2.1	1.0	1.4	.5	0.0	5.0
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	19.4	80.6	86.2	6.7	2.1	3.8	1.2	0.0	13.8
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: HEALTH - ADMINISTRATIVE SUPPORT  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 27

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	24	124	116	19	5	7	1	32	148
EMPLOYEES (%)	16.2	83.8	78.4	12.8	3.4	4.7	0.7	21.6	#####
AVAILABILITY (%)	19.4	80.6	86.2	6.7	2.1	3.8	1.2	13.8	100.0

VISUAL TEST

SHOULD HAVE (#)	29	119	128	10	3	6	2	20	#####
UNDERUTILIZED ?	YES	NO	YES	NO	NO	NO	YES	NO	#####
ADDITIONAL NEEDED (#)	5		12				1		#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	Z				P	#####
STATISTICAL VALUE	0.88	2.64				#1.00	#####
Z OR PROBABILITY	0.38	0.01				0.00	#####
UNDERUTILIZED ?	NO	YES				NO	#####
ADDITIONAL NEEDED (#)		3					#####
PRACTICAL SIGNIFICANCE		YES					#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: SKILLED CRAFT  
 JOB GROUP CODE: HEALTH DEPARTMENT  
 DATE: 05/26/93  
 CURRENT CASE GROUP NAME: TRAINING----- CASE #: 28

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	100.0	0.0	91.0	0.0	0.0	0.0	9.0	0.0	9.0
WTD %	45.0	0.0	41.0	0.0	0.0	0.0	4.0	0.0	4.0
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	100.0	0.0	95.1	0.0	0.0	0.0	4.9	0.0	4.9
WTD %	45.0	0.0	42.8	0.0	0.0	0.0	2.2	0.0	2.2
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	95.4	4.6	92.2	.7	.3	.4	6.4	0.0	7.8
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: HEALTH - SKILLED CRAFT  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 28

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	1	0	1	0	0	0	0	0	1
EMPLOYEES (%)	100.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	#####
AVAILABILITY (%)	95.4	4.6	92.2	0.7	0.3	0.4	6.4	7.8	100.0

VISUAL TEST

SHOULD HAVE (#)	1	<1	1	<1	<1	<1	<1	<1	#####
UNDERUTILIZED ?	NO	YES	NO	YES	YES	YES	YES	YES	#####
ADDITIONAL NEEDED (#)		<1		<1	<1	<1	<1	<1	#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	P	P	P	P	P	P	P	#####
STATISTICAL VALUE	#1.00	#1.00	#1.00	#1.00	#1.00	#1.00	#1.00	#####
Z OR PROBABILITY	0.00	0.00	0.00	0.00	0.00	0.00	0.00	#####
UNDERUTILIZED ?	NO	NO	NO	NO	NO	NO	NO	#####
ADDITIONAL NEEDED (#)								#####
PRACTICAL SIGNIFICANCE								#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: SERVICE/MAINTENANCE

JOB GROUP CODE: HEALTH DEPARTMENT

DATE: 03/26/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 29

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	56.0	44.0	84.9	7.1	3.5	4.1	.5	0.0	15.2
WTD %	25.2	19.8	38.2	3.2	1.6	1.8	.2	0.0	6.8
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	57.1	42.9	90.4	3.5	3.2	2.5	.5	0.0	9.7
WTD %	25.7	19.3	40.7	1.6	1.4	1.1	.2	0.0	4.3
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	56.3	43.7	87.3	5.4	3.3	3.4	.6	0.0	12.7
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: HEALTH - SERVICE/MAINTENANCE  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 29

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	1	0	1	0	0	0	0	0	1
EMPLOYEES (%)	100.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	####
AVAILABILITY (%)	56.3	43.7	87.3	5.4	3.3	3.4	0.6	12.7	100.0

VISUAL TEST

SHOULD HAVE (#)	1	<1	1	<1	<1	<1	<1	<1	####
UNDERUTILIZED ?	NO	YES	NO	YES	YES	YES	YES	YES	####
ADDITIONAL NEEDED (#)		<1		<1	<1	<1	<1	<1	####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	P	P	P	P	P	P	P	####
STATISTICAL VALUE	#1.00	#1.00	#1.00	#1.00	#1.00	#1.00	#1.00	####
Z OR PROBABILITY	0.00	0.00	0.00	0.00	0.00	0.00	0.00	####
UNDERUTILIZED ?	NO	NO	NO	NO	NO	NO	NO	####
ADDITIONAL NEEDED (#)								####
PRACTICAL SIGNIFICANCE								####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: OFFICIALS/ADMINISTRATORS

JOB GROUP CODE: ENVIRONMENTAL SERVICES

DATE: 05/27/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 30

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	63.6	36.4	93.1	2.0	1.6	2.5	.7	0.0	6.8
WTD %	28.6	16.4	41.9	.9	.7	1.1	.3	0.0	3.1
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	65.8	34.2	94.8	.6	1.8	1.9	.9	0.0	5.2
WTD %	29.6	15.4	42.7	.3	.8	.9	.4	0.0	2.3
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	63.6	36.4	92.9	1.9	1.9	2.4	.9	0.0	7.1
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: ENVIRONMENTAL SERVICES - OFFICIALS/ADMINISTRATORS  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 30

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	65	25	89	0	0	0	1	1	90
EMPLOYEES (%)	72.2	27.8	98.9	0.0	0.0	0.0	1.1	1.1	#####
AVAILABILITY (%)	63.6	36.4	92.9	1.9	1.9	2.4	0.9	7.1	100.0

VISUAL TEST

SHOULD HAVE (#)	57	33	84	2	2	2	1	6	#####
UNDERUTILIZED ?	NO	YES	NO	YES	YES	YES	NO	YES	#####
ADDITIONAL NEEDED (#)		8		2	2	2		5	#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	P	P	P	Z	#####
STATISTICAL VALUE	1.59	#0.42	#0.42	#0.28	2.01	#####
Z OR PROBABILITY	0.11	0.81	0.81	1.08	0.04	#####
UNDERUTILIZED ?	NO	NO	NO	NO	YES	#####
ADDITIONAL NEEDED (#)					1	#####
PRACTICAL SIGNIFICANCE					NO	#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: PROFESSIONALS

JOB GROUP CODE: ENVIRONMENTAL SERVICES

DATE: 05/27/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 31

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	58.7	41.3	91.1	2.5	1.5	4.5	.4	0.0	8.9
WTD %	26.4	18.6	41.0	1.1	.7	2.0	.2	0.0	4.0
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	58.6	41.4	92.7	1.0	1.9	3.8	.6	0.0	7.3
WTD %	26.4	18.6	41.7	.4	.8	1.7	.3	0.0	3.3
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	58.2	41.8	91.1	2.2	1.9	4.2	.6	0.0	8.9
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: ENVIRONMENTAL SERVICES - PROFESSIONALS  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING -----CASE NUMBER: 31

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	32	17	40	1	2	5	1	9	49
EMPLOYEES (%)	65.3	34.7	81.6	2.0	4.1	10.2	2.0	18.4	#####
AVAILABILITY (%)	58.2	41.8	91.1	2.2	1.9	4.2	0.6	8.9	100.0

VISUAL TEST

SHOULD HAVE (#)	29	20	45	1	1	2	<1	4	#####
UNDERUTILIZED ?	NO	YES	YES	YES	NO	NO	NO	NO	#####
ADDITIONAL NEEDED (#)		3	5	<1					#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	P	P	#####
STATISTICAL VALUE	0.86	0.04	#1.00	#####
Z OR PROBABILITY	0.39	2.09	0.00	#####
UNDERUTILIZED ?	NO	YES	NO	#####
ADDITIONAL NEEDED (#)		1		#####
PRACTICAL SIGNIFICANCE		NO		#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: TECHNICIANS

JOB GROUP CODE: ENVIRONMENTAL SERVICES

DATE: 05/27/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 32

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	67.9	32.1	88.9	3.4	2.0	5.0	.8	0.0	11.2
WTD %	30.5	14.5	40.0	1.5	.9	2.2	.3	0.0	5.0
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	70.0	30.0	89.6	1.5	1.9	6.3	.7	0.0	10.4
WTD %	31.5	13.5	40.3	.7	.9	2.8	.3	0.0	4.7
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	67.4	32.6	88.7	2.9	2.1	5.5	.8	0.0	11.3
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: ENVIRONMENTAL SERVICES - TECHNICIANS  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 32

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	93	29	110	4	3	3	2	12	122
EMPLOYEES (%)	76.2	23.8	90.2	3.3	2.5	2.5	1.6	9.8	#####
AVAILABILITY (%)	67.4	32.6	88.7	2.9	2.1	5.5	0.8	11.3	100.0

VISUAL TEST

SHOULD HAVE (#)	82	40	108	4	3	7	1	14	#####
UNDERUTILIZED ?	NO	YES	NO	NO	NO	YES	NO	YES	#####
ADDITIONAL NEEDED (#)		11				4		2	#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z				Z		Z	#####
STATISTICAL VALUE	1.98				1.27		0.37	#####
Z OR PROBABILITY	0.05				0.20		0.71	#####
UNDERUTILIZED ?	YES				NO		NO	#####
ADDITIONAL NEEDED (#)	1							#####
PRACTICAL SIGNIFICANCE	NO							#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: PROTECTIVE SERVICE

JOB GROUP CODE: ENVIRONMENTAL SERVICES

DATE: 05/27/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 33

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	58.4	41.6	97.2	.9	1.6	0.0	.4	0.0	2.9
WTD %	26.3	18.7	43.7	.4	.7	0.0	.2	0.0	1.3
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	56.0	44.0	97.2	.6	1.6	.3	.2	0.0	2.7
WTD %	25.2	19.8	43.8	.3	.7	.2	.1	0.0	1.2
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	56.8	43.2	95.9	1.4	1.8	.6	.4	0.0	4.2
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: ENVIRONMENTAL SERVICES - PROTECTIVE SERVICE  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 33

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	7	8	12	0	1	0	2	3	15
EMPLOYEES (%)	46.7	53.3	80.0	0.0	6.7	0.0	13.3	20.0	#####
AVAILABILITY (%)	56.8	43.2	95.9	1.4	1.8	0.6	0.4	4.1	100.1

VISUAL TEST

SHOULD HAVE (#)	9	6	14	<1	<1	<1	<1	1	#####
UNDERUTILIZED ?	YES	NO	YES	YES	NO	YES	NO	NO	#####
ADDITIONAL NEEDED (#)	2		2	<1		<1			#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	P	P	P	#####
STATISTICAL VALUE	0.53	0.02	#1.00	#1.00	#####
Z OR PROBABILITY	0.60	2.31	0.00	0.00	#####
UNDERUTILIZED ?	NO	YES	NO	NO	#####
ADDITIONAL NEEDED (#)		1			#####
PRACTICAL SIGNIFICANCE		NO			#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: PARAPROFESSIONALS

JOB GROUP CODE: ENVIRONMENTAL SERVICES

DATE: 05/27/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 34

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	40.8	59.2	89.8	4.3	1.8	3.4	.7	0.0	10.2
WTD %	18.4	26.6	40.4	1.9	.8	1.5	.3	0.0	4.6
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	40.1	59.9	92.5	1.9	1.7	3.4	.6	0.0	7.6
WTD %	18.0	27.0	41.6	.9	.8	1.5	.3	0.0	3.4
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	41.8	58.2	90.4	3.5	1.9	3.5	.7	0.0	9.6
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: ENVIRONMENTAL SERVICES - PARAPROFESSIONALS  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 34

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	7	17	20	3	1	0	0	4	24
EMPLOYEES (%)	29.2	70.8	83.3	12.5	4.2	0.0	0.0	16.7	#####
AVAILABILITY (%)	41.8	58.2	90.4	3.5	1.9	3.5	0.7	9.6	100.0

VISUAL TEST

SHOULD HAVE (#)	10	14	22	1	<1	1	<1	2	#####
UNDERUTILIZED ?	YES	NO	YES	NO	NO	YES	YES	NO	#####
ADDITIONAL NEEDED (#)	3		2			1	<1		#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	P	P	P	#####
STATISTICAL VALUE	1.05	0.28	#1.00	#1.00	#####
Z OR PROBABILITY	0.29	1.08	0.00	0.00	#####
UNDERUTILIZED ?	NO	NO	NO	NO	#####
ADDITIONAL NEEDED (#)					#####
PRACTICAL SIGNIFICANCE					#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: ADMINISTRATIVE SUPPORT

JOB GROUP CODE: ENVIRONMENTAL SERVICES

DATE: 05/27/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 35

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	17.9	82.1	84.1	8.7	1.7	4.2	1.2	0.0	15.8
WTD %	8.1	36.9	37.8	3.9	.8	1.9	.6	0.0	7.2
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	14.2	85.8	89.0	4.6	2.1	3.1	1.1	0.0	10.9
WTD %	6.4	38.6	40.1	2.1	1.0	1.4	.5	0.0	4.9
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	19.9	80.1	86.3	6.7	2.1	3.8	1.2	0.0	13.8
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: ENVIRONMENTAL SERVICES - ADMINISTRATIVE SUPPORT  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 35

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	8	114	105	5	2	8	2	17	122
EMPLOYEES (%)	6.6	93.4	86.1	4.1	1.6	6.6	1.6	13.9	#####
AVAILABILITY (%)	19.9	80.1	86.3	6.7	2.1	3.8	1.2	13.7	100.1

VISUAL TEST

SHOULD HAVE (#)	24	98	105	8	3	5	1	17	#####
UNDERUTILIZED ?	YES	NO	YES	YES	YES	NO	NO	NO	#####
ADDITIONAL NEEDED (#)	16		<1	3	1				#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	Z	Z	P					#####
STATISTICAL VALUE	3.58	0.06	0.97	#1.00					#####
Z OR PROBABILITY	0.00	0.96	0.33	0.00					#####
UNDERUTILIZED ?	YES	NO	NO	NO					#####
ADDITIONAL NEEDED (#)	8								#####
PRACTICAL SIGNIFICANCE	YES								#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: SKILLED CRAFT

JOB GROUP CODE: ENVIRONMENTAL SERVICES

DATE: 05/27/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 36

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	93.9	6.1	90.2	4.2	2.4	1.8	1.3	0.0	9.7
WTD %	42.2	2.8	40.6	1.9	1.1	.8	.6	0.0	4.4
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	94.5	5.5	93.1	1.9	2.6	1.3	1.0	0.0	6.8
WTD %	42.5	2.5	41.9	.9	1.2	.6	.5	0.0	3.1
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	90.2	9.8	90.9	3.5	2.6	1.8	1.2	0.0	9.1
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: ENVIRONMENTAL SERVICES - SKILLED CRAFT  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 36

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	86	0	76	2	2	2	4	10	86
EMPLOYEES (%)	100.0	0.0	88.4	2.3	2.3	2.3	4.7	11.6	#####
AVAILABILITY (%)	90.2	9.8	90.9	3.5	2.6	1.8	1.2	9.1	100.0

VISUAL TEST

SHOULD HAVE (#)	78	8	78	3	2	2	1	8	#####
UNDERUTILIZED ?	NO	YES	YES	YES	YES	NO	NO	NO	#####
ADDITIONAL NEEDED (#)		8	2	1	<1				#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	Z	P	P					#####
STATISTICAL VALUE	2.88	0.63	0.77	#1.00					#####
Z OR PROBABILITY	0.00	0.53	0.30	0.00					#####
UNDERUTILIZED ?	YES	NO	NO	NO					#####
ADDITIONAL NEEDED (#)	3								#####
PRACTICAL SIGNIFICANCE	YES								#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: SERVICE/MAINTENANCE

JOB GROUP CODE: ENVIRONMENTAL SERVICES

DATE: 05/27/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 37

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	80.1	19.9	77.7	10.9	6.0	3.6	1.7	0.0	22.2
WTD %	36.1	8.9	35.0	4.9	2.7	1.6	.8	0.0	10.0
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	78.3	21.7	85.8	5.1	5.3	2.7	1.2	0.0	14.3
WTD %	35.2	9.8	38.6	2.3	2.4	1.2	.5	0.0	6.4
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	76.7	23.3	82.0	7.9	5.4	3.3	1.5	0.0	18.1
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: ENVIRONMENTAL SERVICES - SERVICE/MAINTENANCE  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 37

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	88	10	75	13	4	4	2	23	98
EMPLOYEES (%)	89.8	10.2	76.5	13.3	4.1	4.1	2.0	23.5	#####
AVAILABILITY (%)	76.7	23.3	82.0	7.9	5.4	3.3	1.5	18.0	100.1

VISUAL TEST

SHOULD HAVE (#)	75	23	80	8	5	3	1	18	#####
UNDERUTILIZED ?	NO	YES	YES	NO	YES	NO	NO	NO	#####
ADDITIONAL NEEDED (#)		13	5		1				#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	Z	Z						#####
STATISTICAL VALUE	2.95	1.28		0.35					#####
Z OR PROBABILITY	0.00	0.20		0.72					#####
UNDERUTILIZED ?	YES	NO		NO					#####
ADDITIONAL NEEDED (#)	5								#####
PRACTICAL SIGNIFICANCE	YES								#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: OFFICIALS/ADMINISTRATORS

JOB GROUP CODE: NON-DEPARTMENTAL

DATE: 05/27/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 38

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	58.6	41.4	93.7	2.1	1.4	2.2	.7	0.0	6.4
WTD %	26.4	18.6	42.2	.9	.6	1.0	.3	0.0	2.8
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	61.2	38.8	95.2	.7	1.7	1.6	.9	0.0	4.9
WTD %	27.5	17.5	42.8	.3	.7	.7	.4	0.0	2.2
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	59.3	40.7	93.4	1.9	1.7	2.1	.8	0.0	6.5
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: NON-DEPARTMENTAL - OFFICIALS/ADMINISTRATORS  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 38

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	9	9	15	2	1	0	0	3	18
EMPLOYEES (%)	50.0	50.0	83.3	11.1	5.6	0.0	0.0	16.7	#####
AVAILABILITY (%)	59.3	40.7	93.4	1.9	1.7	2.1	0.8	6.6	99.9

VISUAL TEST

SHOULD HAVE (#)	11	7	17	<1	<1	<1	<1	1	#####
UNDERUTILIZED ?	YES	NO	YES	NO	NO	YES	YES	NO	#####
ADDITIONAL NEEDED (#)	2		2			<1	<1		#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	P	P	P	#####
STATISTICAL VALUE	0.56	0.11	#1.00	#1.00	#####
Z OR PROBABILITY	0.57	1.60	0.00	0.00	#####
UNDERUTILIZED ?	NO	NO	NO	NO	#####
ADDITIONAL NEEDED (#)					#####
PRACTICAL SIGNIFICANCE					#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: PROFESSIONALS

JOB GROUP CODE: NON-DEPARTMENTAL

DATE: 05/27/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 39

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	48.6	51.4	94.6	2.1	.9	2.0	.4	0.0	5.4
WTD %	21.9	23.1	42.6	.9	.4	.9	.2	0.0	2.4
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	49.3	50.7	94.9	1.1	1.4	1.9	.6	0.0	5.0
WTD %	22.2	22.8	42.7	.5	.6	.9	.3	0.0	2.3
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	49.4	50.6	93.7	2.1	1.4	2.2	.6	0.0	6.3
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: NON-DEPARTMENTAL - OFFICIALS/ADMINISTRATORS  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 39

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	18	29	41	5	0	1	0	6	47
EMPLOYEES (%)	38.3	61.7	87.2	10.6	0.0	2.1	0.0	12.8	#####
AVAILABILITY (%)	49.4	50.6	93.7	2.1	1.4	2.2	0.6	6.3	100.0

VISUAL TEST

SHOULD HAVE (#)	23	24	44	1	1	1	<1	3	#####
UNDERUTILIZED ?	YES	NO	YES	NO	YES	YES	YES	NO	#####
ADDITIONAL NEEDED (#)	5		3		1	<1	<1		#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	P	P	P	P		#####
STATISTICAL VALUE	1.38	0.07	#1.00	#1.00	#1.00		#####
Z OR PROBABILITY	0.17	1.80	0.00	0.00	0.00		#####
UNDERUTILIZED ?	NO	NO	NO	NO	NO		#####
ADDITIONAL NEEDED (#)							#####
PRACTICAL SIGNIFICANCE							#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: PARAPROFESSIONALS

JOB GROUP CODE: NON-DEPARTMENTAL

DATE: 05/27/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 40

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	44.1	55.9	91.7	2.7	1.7	3.6	.3	0.0	8.3
WTD %	19.9	25.1	41.3	1.2	.8	1.6	.1	0.0	3.7
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	45.2	54.8	93.5	1.3	1.4	3.4	.4	0.0	6.5
WTD %	20.3	24.7	42.1	.6	.6	1.5	.2	0.0	2.9
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	45.6	54.4	91.7	2.5	1.7	3.6	.4	0.0	8.2
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: NON-DEPARTMENTAL - PARAPROFESSIONALS  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 40

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	5	5	8	0	0	1	1	2	10
EMPLOYEES (%)	50.0	50.0	80.0	0.0	0.0	10.0	10.0	20.0	####
AVAILABILITY (%)	45.6	54.4	91.7	2.5	1.7	3.6	0.4	8.3	99.9

VISUAL TEST

SHOULD HAVE (#)	5	5	9	<1	<1	<1	<1	1	####
UNDERUTILIZED ?	NO	YES	YES	YES	YES	NO	NO	NO	####
ADDITIONAL NEEDED (#)		<1	1	<1	<1				####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	P	P	P	P					####
STATISTICAL VALUE	1.00	0.20	#1.00	#1.00					####
Z OR PROBABILITY	0.00	1.29	0.00	0.00					####
UNDERUTILIZED ?	NO	NO	NO	NO					####
ADDITIONAL NEEDED (#)									####
PRACTICAL SIGNIFICANCE									####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: ADMINISTRATIVE SUPPORT

JOB GROUP CODE: NON-DEPARTMENTAL

DATE: 05/27/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 41

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	18.4	81.6	84.8	8.1	1.7	4.2	1.2	0.0	15.2
WTD %	8.3	36.7	38.2	3.6	.8	1.9	.5	0.0	6.8
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	14.6	85.4	89.8	4.1	2.1	3.0	1.0	0.0	10.2
WTD %	6.6	38.4	40.4	1.9	.9	1.4	.4	0.0	4.6
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	20.3	79.7	87.0	6.2	2.0	3.7	1.1	0.0	13.0
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: NON-DEPARTMENTAL - ADMINISTRATIVE SUPPORT  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 41

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	0	28	23	2	2	1	0	5	28
EMPLOYEES (%)	0.0	100.0	82.1	7.1	7.1	3.6	0.0	17.9	#####
AVAILABILITY (%)	20.3	79.7	87.0	6.2	2.0	3.7	1.1	13.0	100.0

VISUAL TEST

SHOULD HAVE (#)	6	22	24	2	1	1	<1	4	#####
UNDERUTILIZED ?	YES	NO	YES	NO	NO	YES	YES	NO	#####
ADDITIONAL NEEDED (#)	6		1			<1	<1		#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	P	P	P	#####
STATISTICAL VALUE	2.44	0.40	#1.00	#1.00	#####
Z OR PROBABILITY	0.01	0.85	0.00	0.00	#####
UNDERUTILIZED ?	YES	NO	NO	NO	#####
ADDITIONAL NEEDED (#)	2				#####
PRACTICAL SIGNIFICANCE	NO				#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: SERVICE/MAINTENANCE

JOB GROUP CODE: NON-DEPARTMENTAL

DATE: 05/27/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 42

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	49.8	50.2	78.4	6.4	4.4	10.2	.5	0.0	21.5
WTD %	22.4	22.6	35.3	2.9	2.0	4.6	.2	0.0	9.7
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	52.1	47.9	86.2	3.2	3.8	6.2	.6	0.0	13.8
WTD %	23.5	21.5	38.8	1.4	1.7	2.8	.3	0.0	6.2
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	51.2	48.8	82.5	5.0	4.0	7.8	.6	0.0	17.4
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: NON-DEPARTMENTAL - SERVICE/MAINTENANCE  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING -----CASE NUMBER: 42

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	4	1	4	1	0	0	0	1	5
EMPLOYEES (%)	80.0	20.0	80.0	20.0	0.0	0.0	0.0	20.0	#####
AVAILABILITY (%)	51.2	48.8	82.5	5.0	4.0	7.8	0.6	17.5	99.9

VISUAL TEST

SHOULD HAVE (#)	3	2	4	<1	<1	<1	<1	1	#####
UNDERUTILIZED ?	NO	YES	YES	NO	YES	YES	YES	NO	#####
ADDITIONAL NEEDED (#)		1	<1		<1	<1	<1		#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	P	P	P	P	P	#####
STATISTICAL VALUE	0.38	1.00	#1.00	#1.00	#1.00	#####
Z OR PROBABILITY	0.90	0.00	0.00	0.00	0.00	#####
UNDERUTILIZED ?	NO	NO	NO	NO	NO	#####
ADDITIONAL NEEDED (#)						#####
PRACTICAL SIGNIFICANCE						#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: OFFICIALS/ADMINISTRATORS

JOB GROUP CODE: SOCIAL SERVICES

DATE: 05/27/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 43

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	58.8	41.2	92.5	2.4	1.5	2.6	.9	0.0	7.4
WTD %	26.5	18.5	41.6	1.1	.7	1.2	.4	0.0	3.4
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	62.7	37.3	94.9	.7	1.7	1.7	.9	0.0	5.0
WTD %	28.2	16.8	42.7	.3	.8	.8	.4	0.0	2.3
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	60.0	40.0	92.7	2.1	1.8	2.4	1.0	0.0	7.3
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: SOCIAL SERVICES - OFFICIALS/ADMINISTRATORS  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 43

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	27	29	48	4	2	2	0	8	56
EMPLOYEES (%)	48.2	51.8	85.7	7.1	3.6	3.6	0.0	14.3	#####
AVAILABILITY (%)	60.0	40.0	92.7	2.1	1.8	2.4	1.0	7.3	100.0

VISUAL TEST

SHOULD HAVE (#)	34	22	52	1	1	1	1	4	#####
UNDERUTILIZED ?	YES	NO	YES	NO	NO	NO	YES	NO	#####
ADDITIONAL NEEDED (#)	7		4				1		#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	P				P		#####
STATISTICAL VALUE	1.66	0.06				#1.00		#####
Z OR PROBABILITY	0.10	1.86				0.00		#####
UNDERUTILIZED ?	NO	NO				NO		#####
ADDITIONAL NEEDED (#)								#####
PRACTICAL SIGNIFICANCE								#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: PROFESSIONALS

JOB GROUP CODE: SOCIAL SERVICES

DATE: 05/27/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 44

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	33.3	66.7	83.7	8.6	1.7	4.0	2.0	0.0	16.3
WTD %	15.0	30.0	37.7	3.9	.8	1.8	.9	0.0	7.3
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	34.6	65.4	91.0	2.9	2.0	2.5	1.6	0.0	9.0
WTD %	15.6	29.4	41.0	1.3	.9	1.1	.7	0.0	4.0
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	35.9	64.1	87.0	5.9	2.0	3.4	1.7	0.0	13.0
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: SOCIAL SERVICES - PROFESSIONALS  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 44

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	100	187	232	30	10	14	1	55	287
EMPLOYEES (%)	34.8	65.2	80.8	10.5	3.5	4.9	0.3	19.2	#####
AVAILABILITY (%)	35.9	64.1	87.0	5.9	2.0	3.4	1.7	13.0	100.0

VISUAL TEST

SHOULD HAVE (#)	103	184	250	17	6	10	5	37	#####
UNDERUTILIZED ?	YES	NO	YES	NO	NO	NO	YES	NO	#####
ADDITIONAL NEEDED (#)	3		18				4		#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	Z				P	#####
STATISTICAL VALUE	0.31	3.02				0.10	#####
Z OR PROBABILITY	0.76	0.00				1.64	#####
UNDERUTILIZED ?	NO	YES				NO	#####
ADDITIONAL NEEDED (#)		7					#####
PRACTICAL SIGNIFICANCE		YES					#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8=FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: PROTECTIVE SERVICE

JOB GROUP CODE: SOCIAL SERVICES

DATE: 05/27/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 45

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	65.7	34.3	89.4	4.0	2.4	4.2	0.0	0.0	10.6
WTD %	29.6	15.4	40.2	1.8	1.1	1.9	0.0	0.0	4.8
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	66.9	33.1	89.2	2.0	2.2	6.1	.5	0.0	10.8
WTD %	30.1	14.9	40.2	.9	1.0	2.7	.2	0.0	4.8
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	65.0	35.0	88.8	3.4	2.4	5.1	.4	0.0	11.3
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: SOCIAL SERVICES - PROTECTIVE SERVICE

EMPLOYEE COUNT AS OF: 12/30/93

DATE OF ANALYSIS: 06/10/93

CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 45

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	40	21	35	16	6	3	1	26	61
EMPLOYEES (%)	65.6	34.4	57.4	26.2	9.8	4.9	1.6	42.6	#####
AVAILABILITY (%)	65.0	35.0	88.8	3.4	2.4	5.1	0.4	11.2	100.1

VISUAL TEST

SHOULD HAVE (#)	40	21	54	2	1	3	<1	7	#####
UNDERUTILIZED ?	NO	YES	YES	NO	NO	YES	NO	NO	#####
ADDITIONAL NEEDED (#)		<1	19			<1			#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	Z		P	#####
STATISTICAL VALUE	0.04	7.58		1.00	#####
Z OR PROBABILITY	0.97	0.00		0.00	#####
UNDERUTILIZED ?	NO	YES		NO	#####
ADDITIONAL NEEDED (#)		14			#####
PRACTICAL SIGNIFICANCE		YES			#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: PARAPROFESSIONALS

JOB GROUP CODE: SOCIAL SERVICES

DATE: 05/27/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 46

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	46.8	53.2	88.4	5.7	1.6	3.3	1.0	0.0	11.6
WTD %	21.0	24.0	39.8	2.6	.7	1.5	.4	0.0	5.2
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	51.6	48.4	91.1	2.5	1.8	3.9	.7	0.0	8.9
WTD %	23.2	21.8	41.0	1.1	.8	1.8	.3	0.0	4.0
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	49.7	50.3	89.2	4.4	1.8	3.7	.9	0.0	10.8
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: SOCIAL SERVICES - PARAPROFESSIONALS  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 46

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	22	35	43	9	2	3	0	14	57
EMPLOYEES (%)	38.6	61.4	75.4	15.8	3.5	5.3	0.0	24.6	#####
AVAILABILITY (%)	49.7	50.3	89.2	4.4	1.8	3.7	0.9	10.8	100.0

VISUAL TEST

SHOULD HAVE (#)	28	29	51	3	1	2	1	6	#####
UNDERUTILIZED ?	YES	NO	YES	NO	NO	NO	YES	NO	#####
ADDITIONAL NEEDED (#)	6		8				1		#####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	Z					P		#####
STATISTICAL VALUE	1.54	3.13					#1.00		#####
Z OR PROBABILITY	0.12	0.00					0.00		#####
UNDERUTILIZED ?	NO	YES					NO		#####
ADDITIONAL NEEDED (#)		3							#####
PRACTICAL SIGNIFICANCE		YES							#####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES



\*\*\*8-FACTOR AVAILABILITY ANALYSIS\*\*\* VERSION 7.3

JOB GROUP TITLE: ADMINISTRATIVE SUPPORT

JOB GROUP CODE: SOCIAL SERVICES

DATE: 05/27/93

CURRENT CASE GROUP NAME: TRAINING----- CASE #: 47

	MEN	WOMEN	WHITE	BLACK	HISPAN	ASIAN	AM.IND	OTHER	TOT MIN
-----									
1 . LOCAL POPULATION - WEIGHTED ( 2 % )									
RAW %	48.6	51.4	85.2	5.9	3.2	4.6	1.1	0.0	14.8
WTD %	1.0	1.0	1.7	.1	.1	.1	0.0	0.0	.3
-----									
2 . LOCAL UNEMPLOYED - WEIGHTED ( 3 % )									
RAW %	56.8	43.2	78.6	10.9	3.8	4.4	2.3	0.0	21.4
WTD %	1.7	1.3	2.4	.3	.1	.1	.1	0.0	.6
-----									
3 . LOCAL CIVILIAN LABOR FORCE - WEIGHTED ( 5 % )									
RAW %	54.0	46.0	86.6	5.0	2.9	4.4	1.0	0.0	13.3
WTD %	2.7	2.3	4.3	.2	.1	.2	.1	0.0	.7
-----									
4 . LOCAL REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	18.0	82.0	83.4	9.2	1.8	4.4	1.2	0.0	16.6
WTD %	8.1	36.9	37.5	4.1	.8	2.0	.5	0.0	7.5
-----									
5 . REASONABLE AREA REQUISITE SKILLS - WEIGHTED ( 45 % )									
RAW %	14.0	86.0	88.5	4.9	2.2	3.2	1.1	0.0	11.4
WTD %	6.3	38.7	39.8	2.2	1.0	1.5	.5	0.0	5.2
-----									
6 . PROMOTABLE/TRANSFERABLE - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
7 . TRAINING SCHOOL ENROLLMENT - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
8 . EMPLOYER TRAINING - WEIGHTED ( 0 % )									
RAW %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WTD %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
-----									
***FINAL AVAILABILITY***									
	19.8	80.2	85.7	7.0	2.1	3.9	1.2	0.0	14.2
-----									



\*\*\*UTILIZATION ANALYSIS\*\*\* VERSION 7.0  
PROGRAM BY BIDDLE & ASSOCIATES, INC.

JOB/JOB GROUP TITLE: SOCIAL SERVICES - ADMINISTRATIVE SUPPORT  
EMPLOYEE COUNT AS OF: 12/30/93  
DATE OF ANALYSIS: 06/10/93  
CURRENT CASE GROUP NAME: TRAINING ----CASE NUMBER: 47

	MEN	WOMEN	WHITE	BLACK	HISP.	ASIAN	A.IND	MIN.	TOTAL
EMPLOYEES (#)	7	88	82	8	2	3	0	13	95
EMPLOYEES (%)	7.4	92.6	86.3	8.4	2.1	3.2	0.0	13.7	####
AVAILABILITY (%)	19.8	80.2	85.7	7.0	2.1	3.9	1.2	14.3	99.9

VISUAL TEST

SHOULD HAVE (#)	19	76	81	7	2	4	1	14	####
UNDERUTILIZED ?	YES	NO	NO	NO	NO	YES	YES	YES	####
ADDITIONAL NEEDED (#)	12					1	1	1	####

STATISTICAL SIGNIFICANCE TEST

CALCULATION TYPE	Z	P	P	Z	####
STATISTICAL VALUE	2.91	1.00	#0.63	0.02	####
Z OR PROBABILITY	0.00	0.00	0.49	0.98	####
UNDERUTILIZED ?	YES	NO	NO	NO	####
ADDITIONAL NEEDED (#)	4				####
PRACTICAL SIGNIFICANCE	YES				####

AVAILABILITY DATA SOURCE:  
BIDDLE & ASSOCIATES







**COUNTYWIDE  
WORKFORCE ANALYSIS  
AS OF  
DECEMBER 31, 1992**

**Permanent Full-time and  
Part-time Employees**

\*This section is written to comply with Revised Order No. 4, Affirmative Action Guidelines, 41 CFR 60-2.23 (1), issued by the Office of Federal Contract Compliance Programs.



WORKFORCE ANALYSIS - December 31, 1992  
 Permanent Full Time & Part Time Employees  
 Countywide

Job Classification	Lab Mkt	EEO Cat	Salary Range	Totals			Minorities			Male					Female					Totals				
				M	F	T	M	F	T	W	B	H	A	AI	W	B	H	A	AI	W	B	H	A	AI
Library Page	PV	09	07.28-08.44	33	48	81	2	4	6	31			1	1	44	2	1	1		75	2	1	2	1
Library Clerk 1	PV	05	07.55-08.44	6	9	15	1	0	1	5			1		9					14	0	0	1	0
Mail Clerk	PV	05	07.55-08.44	0	4	4	0	1	1						3	1				3	1	0	0	0
Office Assistant 1	PV	05	07.55-08.44	0	3	3	0	1	1						2	1				2	1	0	0	0
Library Materials Processor	PV	09	07.79-09.03	1	3	4	0	1	1	1					2		1			3	0	1	0	0
Sheriffs Oper Tech Trainee	PV	05	09.06	1	0	1	0	0	0	1										1	0	0	0	0
Library Page/Senior	PV	09	08.01-09.29	1	1	2	0	0	0	1					1					2	0	0	0	0
Laboratory Assistant	PV	14	08.24-09.56	0	1	1	0	0	0						1					1	0	0	0	0
Sewing Specialist	PV	09	08.24-09.56	0	1	1	0	1	1									1		0	0	0	1	0
Animal Control Aide	PV	09	08.58-09.85	1	0	1	0	0	0	1										1	0	0	0	0
Garage Attendant	PV	09	08.84-09.92	2	0	2	1	0	1	1				1						1	0	0	0	1
Custodian	PV	09	08.91-09.96	10	4	14	5	2	7	5	3	1	1		2	1	1			7	4	2	1	0
Case Management Assistant	PV	14	08.64-10.52	2	4	6	0	0	0	2					4					6	0	0	0	0
Animal Control Office Asst	PV	05	08.64-10.52	2	7	9	0	0	0	2					7					9	0	0	0	0
Dental Assistant/Recept	PV	03	08.64-10.52	0	21	21	0	2	2						19	2				19	2	0	0	0
Computer Tech/Library	PV	03	09.08-10.52	1	1	2	0	0	0	1					1					2	0	0	0	0
Library Clerk 2	PV	05	08.64-10.52	17	89	106	2	7	9	15	2				82	3	1	3		97	5	1	3	0
Data Processing Clerk	PV	05	08.64-10.52	0	4	4	0	0	0						4					4	0	0	0	0
Office Assistant 2	PV	05	08.64-10.52	29	301	330	12	53	65	17	3	1	6	2	248	33	12	7	1	265	36	13	13	3
Fiscal Assistant	PV	05	08.64-10.52	0	3	3	0	0	0						3					3	0	0	0	0
Printshop Assistant	PV	09	09.08-10.52	0	0	0	0	0	0											0	0	0	0	0
Warehouse Worker	PV	09	09.51-10.60	21	5	26	1	0	1	20	1				5					25	1	0	0	0
Driver	PV	09	09.51-10.60	5	3	8	2	1	3	3	1	1			2	1				5	2	1	0	0
Word Processing Operator	PV	05	08.96-10.85	1	25	26	0	1	1	1					24		1			25	0	1	0	0
Bridge Operator	PV	09	09.38-10.85	9	2	11	1	0	1	8	1				2					10	1	0	0	0
Data Entry Operator	PV	05	08.96-10.85	0	5	5	0	3	3						2			2	1	2	0	0	2	1
Sheriffs Operations Tech	PV	05	09.52-11.04	3	32	35	0	3	3	3					29	1	1	1		32	1	1	1	0
Animal Control Dispatcher	PV	05	09.52-11.04	2	2	4	0	0	0	2					2					4	0	0	0	0
Health Assistant	PV	14	08.64-11.05	12	45	57	7	18	25	5	1	1	5		27	4	8	6		32	5	9	11	0
Facility Security Officer	PV	13	09.53-11.06	13	11	24	1	1	2	12		1			10			1		22	0	1	1	0
Elections Projects Assistant	PV	14	09.53-11.06	1	0	1	0	0	0	1										1	0	0	0	0
Outreach Driver	PV	09	09.57-11.10	0	1	1	0	0	0						1					1	0	0	0	0
Library Delivery Driver	PV	09	09.58-11.10	2	0	2	1	0	1	1	1									1	1	0	0	0
License Compliance Officer	PV	13	09.68-11.20	1	1	2	0	0	0	1					1					2	0	0	0	0
Animal Care Technician	PV	09	09.68-11.20	5	1	6	1	0	1	4				1	1					5	0	0	0	1
Health Information Spec 1	PV	14	09.90-11.39	0	5	5	0	2	2						3	1	1			3	1	1	0	0



WORKFORCE ANALYSIS - December 31, 1992

Permanent Full Time & Part Time Employees

Countywide

Job Classification	Lab Mkt	EEO Cat	Salary Range	Totals			Minorities			Male					Female					Totals				
				M	F	T	M	F	T	W	B	H	A	AI	W	B	H	A	AI	W	B	H	A	AI
Stack Services Assistant	PV	09	10.00-11.61	1	0	1	0	0	0	1										1	0	0	0	0
Pharmacy Technician	PV	14	10.00-11.61	1	3	4	0	0	0	1					3					4	0	0	0	0
Expo Operations Worker	PV	09	09.68-11.63	4	0	4	1	0	1	3	1									3	1	0	0	0
Facilities Maint Worker	PV	09	09.68-11.63	6	0	6	1	0	1	5	1									5	1	0	0	0
Property Appraiser Trainee	PV	03	11.33-11.91	0	0	0	0	0	0											0	0	0	0	0
Maintenance Worker	PV	09	10.02-11.97	27	0	27	7	0	7	20	4	1	2							20	4	1	2	0
Fiscal Assistant/Senior	PV	05	10.51-12.18	5	15	20	1	4	5	4			1		11		1	2	1	15	0	1	3	1
Medical Services Clerk	PV	05	10.51-12.18	0	4	4	0	0	0						4					4	0	0	0	0
Records Administration Asst	PV	14	10.51-12.18	1	0	1	1	0	1		1									0	1	0	0	0
Laboratory Technician	PV	03	10.51-12.18	1	6	7	0	2	2	1					4	1	1			5	1	1	0	0
Corrections Technician	PV	14	10.51-12.18	14	12	26	3	1	4	11	1	1		1	11		1			22	1	2	0	1
County Counsel Office Asst	PV	05	10.51-12.18	0	4	4	0	0	0						4					4	0	0	0	0
Office Assistant/Senior	PV	05	10.51-12.18	6	96	102	1	11	12	5			1		85	8		2	1	90	8	0	3	1
X-Ray Technician	PV	03	10.63-12.19	1	2	3	1	0	1				1		2					2	0	0	1	0
Animal Health Technician	PV	14	10.51-12.19	0	2	2	0	0	0						2					2	0	0	0	0
Eligibility Specialist	PV	14	09.88-12.41	3	18	21	0	8	8	3					10	6	2			13	6	2	0	0
Case Manager 1	PV	14	09.88-12.41	0	4	4	0	0	0						4					4	0	0	0	0
Gardener	PV	06	10.86-12.50	0	0	0	0	0	0											0	0	0	0	0
Support Enforcement Tech	PV	05	11.03-12.79	0	5	5	0	1	1						4	1				4	1	0	0	0
Investigative Technician	PV	14	11.03-12.79	0	1	1	0	0	0						1					1	0	0	0	0
Medical Records Technician	PV	14	11.03-12.79	0	4	4	0	0	0						4					4	0	0	0	0
Administrative Secretary	PV	05	11.03-12.79	2	10	12	1	2	3	1		1			8		1		1	9	0	2	0	1
Elections Materials Coord	PV	14	11.11-12.80	1	0	1	0	0	0	1										1	0	0	0	0
Warehouse Worker/Chief	PV	09	11.11-12.80	2	0	2	0	0	0	2										2	0	0	0	0
Park Ranger	PV	09	11.14-12.84	10	0	10	0	0	0	10										10	0	0	0	0
Truck Driver	PV	06	11.14-12.84	12	0	12	4	0	4	8			1	3						8	0	0	1	3
Juvenile Groupworker	PV	13	11.14-12.92	37	20	57	20	5	25	17	11	5	3	1	15	4	1			32	15	6	3	1
Legal Assistant	PV	14	11.29-12.97	0	12	12	0	0	0						12					12	0	0	0	0
Volunteer Services Assistant	PV	14	11.26-13.05	0	1	1	0	0	0						1					1	0	0	0	0
Library Assistant	PV	14	11.26-13.05	6	35	41	0	4	4	6					31	2	1	1		37	2	1	1	0
Technical Services Assistant	PV	14	11.26-13.05	1	5	6	0	0	0	1					5					6	0	0	0	0
Health Information Spec 2	PV	14	11.33-13.08	9	16	25	2	7	9	7	1	1			9	3	3		1	16	4	4	0	1
Property Appraiser Tech	PV	03	11.33-13.08	0	0	0	0	0	0											0	0	0	0	0
Program Development Tech	PV	14	11.33-13.08	7	8	15	0	0	0	7					8					15	0	0	0	0
Data Technician	PV	14	11.33-13.08	3	4	7	0	1	1	3					3			1		6	0	0	1	0
Community Works Leader	PV	14	11.33-13.08	7	1	8	2	0	2	5	2				1					6	2	0	0	0



WORKFORCE ANALYSIS - December 31, 1992  
 Permanent Full Time & Part Time Employees  
 Countywide

Job Classification	Lab Mkt	EEO Cat	Salary Range	Totals			Minorities			Male					Female					Totals				
				M	F	T	M	F	T	W	B	H	A	AI	W	B	H	A	AI	W	B	H	A	AI
Purchasing Specialist 1	PV	14	11.33-13.08	3	1	4	0	0	0	3					1					4	0	0	0	0
Construction Projects Tech	PV	14	11.33-13.08	0	1	1	0	1	1							1				0	1	0	0	0
Equipment Mechanic 1	PV	06	11.36-13.16	2	0	2	1	0	1	1		1								1	0	1	0	0
Tax Collection Specialist	PV	14	11.58-13.31	0	1	1	0	0	0						1					1	0	0	0	0
Support Enforcement Agent	PV	14	11.59-13.44	0	2	2	0	0	0						2					2	0	0	0	0
Clerical Unit Supervisor	PV	05	11.59-13.44	0	12	12	0	1	1						11			1		11	0	0	1	0
Animal Control Officer	PV	13	11.59-13.44	4	7	11	1	1	2	3		1			6				1	9	0	1	0	1
Child Development Spec	PV	14	11.59-13.44	0	4	4	0	1	1						3	1				3	1	0	0	0
Community Information Spec	PV	14	11.59-13.44	1	4	5	0	0	0	1					4					5	0	0	0	0
MCSO Personnel Analyst	PV	14	11.59-13.44	0	1	1	0	0	0						1					1	0	0	0	0
Word Processing Unit Supr	PV	05	11.59-13.44	0	1	1	0	0	0						1					1	0	0	0	0
Community Serv Place Spec	PV	14	11.59-13.44	2	2	4	0	0	0	2					2					4	0	0	0	0
Appraisal Specialist	PV	03	11.59-13.44	3	2	5	0	1	1	3					1			1		4	0	0	1	0
Fiscal Specialist 1	PV	14	11.59-13.44	5	16	21	2	4	6	3			2		12		2	1	1	15	0	2	3	1
Juvenile Education Coord	PV	14	11.59-13.44	2	1	3	2	0	2		2				1					1	2	0	0	0
Elections Specialist	PV	14	11.59-13.44	0	1	1	0	0	0						1					1	0	0	0	0
Sheriffs Oper Tech Supr	PV	05	11.59-13.44	1	6	7	0	0	0	1					6					7	0	0	0	0
Licensed Comm Prac Nurse	PV	03	09.89-13.53	5	11	16	0	5	5	5					6	4	1			11	4	1	0	0
Arborist	PV	06	11.79-13.62	1	0	1	0	0	0	1										1	0	0	0	0
Gardener/Senior	PV	06	11.79-13.62	1	0	1	0	0	0	1										1	0	0	0	0
Chemical Applicator Oper	PV	06	11.79-13.62	1	0	1	0	0	0	1										1	0	0	0	0
Striper Operator	PV	06	11.79-13.62	4	0	4	0	0	0	4										4	0	0	0	0
Civil Deputy	PV	14	11.79-13.62	11	1	12	0	0	0	11					1					12	0	0	0	0
Jail Steward	PV	09	11.79-13.67	3	0	3	0	0	0	3										3	0	0	0	0
Graphic Artist	O	02	11.82-13.71	0	1	1	0	0	0						1					1	0	0	0	0
Publication Specialist	O	02	11.82-13.71	0	1	1	0	1	1									1		0	0	0	1	0
Engineer Technician/Aide	PV	03	11.94-13.77	4	0	4	2	0	2	2		1		1						2	0	1	0	1
Maintenance Crew Leader	PV	09	11.99-13.82	7	0	7	1	0	1	6			1							6	0	0	1	0
Bridge Operations Supr	O	01	09.94-13.92	1	0	1	0	0	0	1										1	0	0	0	0
Data Processing Specialist 1	PV	14	12.05-13.96	1	2	3	0	1	1	1					1			1		2	0	0	1	0
Librarian 1	O	02	13.69-14.09	1	1	2	0	0	0	1					1					2	0	0	0	0
Community Service Officer	PV	14	12.17-14.10	1	2	3	1	1	2		1				1		1			1	1	1	0	0
Animal Control Field Supr	PV	13	12.17-14.10	2	0	2	1	0	1	1				1						1	0	0	0	1
Elections Coordinator	PV	14	12.27-14.20	0	0	0	0	0	0											0	0	0	0	0
Health Info Spec/Senior	PV	14	12.41-14.39	3	4	7	1	2	3	2	1				2	1	1			4	2	1	0	0
Printing Production Spec	O	02	12.42-14.39	0	1	1	0	0	0						1					1	0	0	0	0



WORKFORCE ANALYSIS - December 31, 1992

Permanent Full Time & Part Time Employees

Countywide

Job Classification	Lab Mkt	EEO Cat	Salary Range	Totals			Minorities			Male					Female					Totals				
				M	F	T	M	F	T	W	B	H	A	AI	W	B	H	A	AI	W	B	H	A	AI
Library Assistant/Senior	PV	14	12.42-14.39	0	4	4	0	0	0						4					4	0	0	0	0
Pathologist Assistant	PV	14	11.99-14.66	2	0	2	0	0	0	2										2	0	0	0	0
Programmer Analyst 1	PV	03	12.78-14.76	0	0	0	0	0	0											0	0	0	0	0
Case Manager 2	O	02	12.78-14.81	25	46	71	4	9	13	21	2		2		37	6	2	1		58	8	2	3	0
Nuisance Enforcement Off	PV	13	12.78-14.81	1	0	1	0	0	0	1										1	0	0	0	0
Sign Painter	PV	06	14.81	2	0	2	0	0	0	2										2	0	0	0	0
Program Coordinator	PV	14	12.78-14.81	1	3	4	1	2	3		1				1	2				1	3	0	0	0
Carpenter	PV	06	14.83	7	0	7	1	0	1	6	1									6	1	0	0	0
Engineer Technician/Asst	PV	03	12.96-14.97	16	3	19	1	1	2	15	1				2			1		17	1	0	0	1
Electronic Technician Asst	PV	06	12.91-14.98	1	0	1	0	0	0	1										1	0	0	0	0
Plant Maintenance Engineer	PV	06	15.01	6	0	6	0	0	0	6										6	0	0	0	0
Cartographer	PV	03	12.43-15.23	2	2	4	0	0	0	2					2					4	0	0	0	0
Library Supervising Secty	O	01	10.96-15.34	0	1	1	0	0	0						1					1	0	0	0	0
Equipment Mechanic 2	PV	06	14.59-15.37	10	0	10	1	0	1	9		1								9	0	1	0	0
Bridge Maintenance Mech	PV	06	14.59-15.37	6	0	6	1	0	1	5				1						5	0	0	0	1
Body and Fender Mechanic	PV	06	14.59-15.37	2	0	2	0	0	0	2										2	0	0	0	0
Heavy Equipment Operator	PV	06	14.59-15.37	6	0	6	0	0	0	6										6	0	0	0	0
Blacksmith	PV	06	14.59-15.37	2	0	2	0	0	0	2										2	0	0	0	0
Case Manager/Senior	O	02	13.43-15.55	8	25	33	1	2	3	7			1		23	2				30	2	0	1	0
Computer Systems Operator	PV	03	12.69-15.61	7	0	7	0	0	0	7										7	0	0	0	0
Community Develop Spec	O	02	13.69-15.79	0	2	2	0	0	0						2					2	0	0	0	0
HVAC Engineer	PV	06	15.90	6	0	6	1	0	1	5	1									5	1	0	0	0
Juvenile Groupwork Supr	PV	13	13.98-16.17	3	1	4	1	0	1	2	1				1					3	1	0	0	0
Deputy Medical Examiner	PV	03	13.37-16.21	5	0	5	0	0	0	5										5	0	0	0	0
Laboratory Specialist	O	02	14.08-16.34	2	5	7	0	0	0	2					5					7	0	0	0	0
Sanitarian	O	02	14.08-16.34	13	1	14	2	0	2	11			2		1					12	0	0	2	0
Engineer Technician/Assoc	PV	03	13.89-16.34	8	1	9	0	0	0	8					1					9	0	0	0	0
Health Educator	O	02	14.08-16.34	2	4	6	0	0	0	2					4					6	0	0	0	0
Nutritionist	O	02	14.08-16.34	0	11	11	0	0	0						11					11	0	0	0	0
Library Outreach Specialist	O	02	14.37-16.66	1	2	3	0	0	0	1					2					3	0	0	0	0
Property Appraiser	PV	03	13.78-16.72	28	14	42	3	0	3	25	1	1	1		14					39	1	1	1	0
Telecommun Tech Spec	PV	03	13.69-16.73	1	0	1	0	0	0	1										1	0	0	0	0
Volunteer Coordinator	O	02	13.69-16.73	0	1	1	0	0	0						1					1	0	0	0	0
Property Management Spec	PV	14	13.69-16.73	1	0	1	0	0	0	1										1	0	0	0	0
Data Processing Specialist 2	O	02	13.69-16.73	2	4	6	0	0	0	2					4					6	0	0	0	0
Asbestos Project Specialist	O	02	13.69-16.73	1	0	1	0	0	0	1										1	0	0	0	0



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Job Classification	Lab Mkt	EEO Cat	Salary Range	Totals			Minorities			Male					Female					Totals				
				M	F	T	M	F	T	W	B	H	A	AI	W	B	H	A	AI	W	B	H	A	AI
Deputy Public Guardian	O	02	13.69-16.73	2	1	3	1	0	1	1			1		1					2	0	1	0	0
Data Analyst	PV	14	13.69-16.73	5	5	10	1	1	2	4	1				4	1				8	2	0	0	0
Community Liaison Spec	O	02	13.69-16.73	0	1	1	0	1	1										1	0	0	0	0	1
Fiscal Specialist 2	O	02	13.69-16.73	9	10	19	5	1	6	4	3	1	1		9	1				13	4	1	1	0
Construction Projects Spec	O	02	13.69-16.73	4	1	5	0	0	0	4					1					5	0	0	0	0
Purchasing Specialist 2	O	02	13.69-16.73	4	3	7	0	0	0	4					3					7	0	0	0	0
Telecommun Office Spec	PV	14	13.69-16.73	0	1	1	0	0	0						1					1	0	0	0	0
Program Development Spec	O	02	13.69-16.73	17	47	64	5	5	10	12	1	1	3		42	3		2		54	4	1	5	0
Alcohol/Drug Eval Spec	O	02	12.33-16.82	4	4	8	1	0	1	3		1			4					7	0	1	0	0
Victim Advocate	O	02	12.33-16.82	1	5	6	1	0	1		1				5					5	1	0	0	0
D A Investigator	PV	14	13.90-16.86	1	3	4	0	0	0	1					3					4	0	0	0	0
Law Clerk	O	02	12.09-16.92	0	2	2	0	0	0						2					2	0	0	0	0
Operations Supervisor	O	01	12.09-16.92	1	17	18	0	0	0	1					17					18	0	0	0	0
Facilities Coordinator	O	01	12.09-16.92	2	0	2	1	0	1	1				1						1	0	0	0	1
Health Operations Supr	O	01	12.09-16.92	0	7	7	0	1	1						6			1		6	0	0	0	1
Laundry Supervisor	O	01	12.09-16.92	1	0	1	0	0	0	1										1	0	0	0	0
Programmer Analyst 2	PV	03	14.75-17.04	8	4	12	0	2	2	8					2	1		1		10	1	0	1	0
Mental Health Consultant	O	02	14.79-17.15	10	24	34	3	4	7	7	2		1		20	2	1	1		27	4	1	2	0
Trans Planning Spec	O	02	14.19-17.31	2	0	2	0	0	0	2										2	0	0	0	0
Housing Rehab Spec	O	02	14.99-17.31	0	0	0	0	0	0											0	0	0	0	0
Planner	O	02	14.19-17.31	4	2	6	0	0	0	4					2					6	0	0	0	0
Librarian 2	O	02	15.09-17.49	7	34	41	1	0	1	6			1		34					40	0	0	1	0
Housing Development Spec	O	02	14.79-17.58	1	0	1	0	0	0	1										1	0	0	0	0
Program Evaluation Spec	O	02	14.79-17.58	0	1	1	0	0	0						1					1	0	0	0	0
Construction Proj Spec/Sr	O	02	14.79-17.58	2	0	2	0	0	0	2										2	0	0	0	0
Corrections Officer	PV	13	12.89-17.71	218	76	294	39	8	47	179	28	6	3	2	68	5	1	1	1	247	33	7	4	3
Tax Exemption Specialist	PV	14	14.50-17.75	1	0	1	0	0	0	1										1	0	0	0	0
Employee Services Spec 1	O	02	12.68-17.77	0	4	4	0	2	2						2	2				2	2	0	0	0
Chaplain	O	02	12.68-17.77	1	1	2	1	0	1		1				1					1	1	0	0	0
Library Technical Supervisor	O	01	12.68-17.77	0	2	2	0	0	0						2					2	0	0	0	0
Stack Services Supervisor	O	01	12.68-17.77	1	0	1	0	0	0	1										1	0	0	0	0
Distribution Supervisor	O	01	12.68-17.77	0	1	1	0	0	0						1					1	0	0	0	0
Health Supply Administrator	O	01	12.68-17.77	1	0	1	0	0	0	1										1	0	0	0	0
Labor Relations Specialist	O	02	12.68-17.77	0	1	1	0	0	0						1					1	0	0	0	0
Probation/Parole Officer	O	02	12.33-17.85	65	53	118	15	4	19	50	9	3	2	1	49	4				99	13	3	2	1
Juvenile Counselor	O	02	12.33-17.85	30	28	58	9	7	16	21	5	2	2		21	4	1	2		42	9	3	4	0



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Job Classification	Lab Mkt	EEO Cat	Salary Range	Totals			Minorities			Male					Female					Totals				
				M	F	T	M	F	T	W	B	H	A	AI	W	B	H	A	AI	W	B	H	A	AI
Corrections Counselor	O	02	12.33-17.85	12	18	30	1	5	6	11	1				13	3	1	1		24	4	1	1	0
Sanitarian/Chief	O	02	15.53-18.01	2	0	2	0	0	0	2										2	0	0	0	0
Social Worker	O	02	15.53-18.01	1	5	6	0	0	0	1					5					6	0	0	0	0
Dental Hygienist	PV	03	16.60-18.14	1	4	5	0	0	0	1					4					5	0	0	0	0
Involuntary Commit Invest	O	02	14.79-18.19	0	0	0	0	0	0											0	0	0	0	0
Corrections Hearings Officer	O	02	14.27-18.47	2	0	2	0	0	0	2										2	0	0	0	0
Right of Way Permits/Chief	PV	03	16.11-18.62	1	0	1	0	0	0	1										1	0	0	0	0
Office Mgr/County Counsel	O	01	13.33-18.65	0	1	1	0	0	0						1					1	0	0	0	0
Cartography Supervisor	O	01	13.33-18.65	0	1	1	0	0	0						1					1	0	0	0	0
Board of Equalization Admin	O	01	13.33-18.65	0	1	1	0	0	0						1					1	0	0	0	0
Administrative Analyst	O	02	13.33-18.65	0	11	11	0	2	2						9	2				9	2	0	0	0
Electronic Technician	PV	06	18.68	4	0	4	0	0	0	4										4	0	0	0	0
Electrician	PV	06	18.68	12	0	12	1	0	1	11			1							11	0	0	1	0
Marriage & Family Couns	O	02	15.26-18.71	3	2	5	0	0	0	3					2					5	0	0	0	0
Survey Specialist	PV	03	16.41-18.98	1	0	1	0	0	0	1										1	0	0	0	0
Civil Engineer/Assistant	O	02	16.41-18.98	5	2	7	2	0	2	3		1	1		2					5	0	1	1	0
Engineer Technician/Senior	PV	03	16.41-18.98	3	0	3	0	0	0	3										3	0	0	0	0
Programmer Analyst/Senior	PV	03	16.50-19.14	7	3	10	1	1	2	6			1		2		1			8	0	1	1	0
Community Health Nurse	O	02	14.07-19.24	16	178	194	1	11	12	15	1				167	6	3	2		182	7	3	2	0
Planner/Senior	O	02	16.82-19.38	1	1	2	0	0	0	1					1					2	0	0	0	0
Worker's Comp Spec	O	02	14.00-19.59	0	1	1	0	0	0						1					1	0	0	0	0
Road Maintenance Supr	O	01	14.00-19.59	6	0	6	0	0	0	6										6	0	0	0	0
Safety Spec/Transportation	O	02	14.00-19.59	1	0	1	0	0	0	1										1	0	0	0	0
D A Investigator/Chief	PV	14	14.00-19.59	1	0	1	0	0	0	1										1	0	0	0	0
Loss Control Specialist	O	02	14.00-19.59	1	0	1	0	0	0	1										1	0	0	0	0
Civil Process Supervisor	O	01	14.00-19.59	1	0	1	0	0	0	1										1	0	0	0	0
Planning/Budget Specialist	O	02	14.00-19.59	4	2	6	1	0	1	3			1		2					5	0	0	1	0
Regional Park Supervisor	O	01	14.00-19.59	2	0	2	0	0	0	2										2	0	0	0	0
Traffic Aids Supervisor	O	01	14.00-19.59	1	0	1	0	0	0	1										1	0	0	0	0
Chief Bridge Electrician	PV	06	19.61	1	0	1	0	0	0	1										1	0	0	0	0
Electronic Technician/Chief	PV	06	20.31	1	0	1	0	0	0	1										1	0	0	0	0
Civil Engineer/Associate	O	02	17.59-20.33	4	0	4	2	0	2	2			2							2	0	0	2	0
Engineer Technician/Prin	PV	03	17.59-20.33	0	0	0	0	0	0											0	0	0	0	0
Circulation Administrator	O	01	14.69-20.57	1	0	1	0	0	0	1										1	0	0	0	0
Appraisal Supervisor	O	01	14.69-20.57	8	1	9	0	0	0	8					1					9	0	0	0	0
Fair/Expo Administrator	O	01	14.69-20.57	0	0	0	0	0	0											0	0	0	0	0



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Job Classification	Lab Mkt	EEO Cat	Salary Range	Totals			Minorities			Male					Female					Totals				
				M	F	T	M	F	T	W	B	H	A	AI	W	B	H	A	AI	W	B	H	A	AI
Expo Operations Supervisor	O	01	14.69-20.57	1	0	1	0	0	0	1										1	0	0	0	0
Employee Services Spec 2	O	02	14.69-20.57	2	5	7	0	0	0	2					5					7	0	0	0	0
Operations Administrator	O	01	14.69-20.57	1	2	3	0	0	0	1					2					3	0	0	0	0
Outreach Services Supr	O	01	14.69-20.57	0	1	1	0	0	0						1					1	0	0	0	0
Property Management Supr	O	01	14.69-20.57	1	0	1	0	0	0	1										1	0	0	0	0
Case Management Supr	O	01	14.69-20.57	3	6	9	1	0	1	2			1		6					8	0	0	1	0
Bridge Maintenance Supr	O	01	14.69-20.57	1	0	1	0	0	0	1										1	0	0	0	0
Animal Care Supervisor	O	01	14.69-20.57	1	0	1	0	0	0	1										1	0	0	0	0
Library Supervisor	O	01	14.69-20.57	1	14	15	0	1	1	1					13	1				14	1	0	0	0
Fiscal Specialist/DSS	O	02	14.69-20.57	0	0	0	0	0	0											0	0	0	0	0
Admin Analyst/Senior	O	02	14.69-20.57	1	3	4	0	1	1	1					2		1			3	0	1	0	0
Fiscal Specialist/Senior	O	02	14.69-20.57	3	4	7	0	0	0	3					4					7	0	0	0	0
Data Analyst/Senior	O	02	14.69-20.57	3	3	6	1	0	1	2				1	3					5	0	0	0	1
Sheriffs Operations Admin	O	01	14.69-20.57	0	1	1	0	0	0						1					1	0	0	0	0
Facilities Building Supr	O	01	14.69-20.57	1	0	1	0	0	0	1										1	0	0	0	0
Animal Control Supervisor	O	01	14.69-20.57	1	0	1	0	0	0	1										1	0	0	0	0
Deputy Sheriff	PV	13	14.81-20.99	93	8	101	2	0	2	91		1	1		8					99	0	1	1	0
Facilities Maintenance Supr	O	01	15.42-21.59	1	0	1	0	0	0	1										1	0	0	0	0
Regional Drug Init Prog Supr	O	01	15.42-21.59	0	1	1	0	0	0						1					1	0	0	0	0
Pharmacist	O	02	18.51-21.59	6	3	9	1	0	1	5		1			3					8	0	1	0	0
Youth Librarian/Branch Supr	O	01	15.42-21.59	0	0	0	0	0	0											0	0	0	0	0
Facilities Environ Coord	O	02	15.42-21.59	1	0	1	0	0	0	1										1	0	0	0	0
Purchasing Specialist Supr	O	01	15.42-21.59	0	1	1	0	0	0						1					1	0	0	0	0
Parks Maintenance Supr	O	01	15.42-21.59	1	0	1	0	0	0	1										1	0	0	0	0
Fleet Maintenance Supr	O	01	15.42-21.59	1	0	1	0	0	0	1										1	0	0	0	0
Juvenile Justice Prog Supr	O	01	15.42-21.59	0	1	1	0	0	0						1					1	0	0	0	0
Asst County Counsel 1	O	02	15.42-21.59	1	0	1	0	0	0	1										1	0	0	0	0
Elections Administrator	O	01	15.42-21.59	0	1	1	0	0	0						1					1	0	0	0	0
Employee Services Spec/Sr	O	02	15.42-21.59	0	1	1	0	0	0						1					1	0	0	0	0
Program Develop Spec/Sr	O	02	15.42-21.59	1	2	3	1	0	1		1				2					2	1	0	0	0
Scientific Investigator	PV	13	16.15-21.63	1	0	1	0	0	0	1										1	0	0	0	0
Systems Programmer	PV	03	18.92-21.92	4	1	5	1	0	1	3	1				1					4	1	0	0	0
Corrections Sergeant	PV	13	17.11-21.96	29	11	40	3	2	5	26	2	1			9	2				35	4	1	0	0
Network Operations Admin	O	01	16.19-22.68	1	0	1	0	0	0	1										1	0	0	0	0
Computer Operations Admin	O	01	16.19-22.68	0	0	0	0	0	0											0	0	0	0	0
Corrections Counselor Supr	O	01	16.19-22.68	3	1	4	0	0	0	3					1					4	0	0	0	0



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Job Classification	Lab Mkt	EEO Cat	Salary Range	Totals			Minorities			Male					Female					Totals				
				M	F	T	M	F	T	W	B	H	A	AI	W	B	H	A	AI	W	B	H	A	AI
D A Operations Manager	O	01	16.19-22.68	0	1	1	0	0	0						1					1	0	0	0	0
Contracts Administrator	O	01	16.19-22.68	1	0	1	1	0	1		1									0	1	0	0	0
Payroll Supervisor	O	01	16.19-22.68	0	1	1	0	0	0						1					1	0	0	0	0
Data Systems Administrator	O	01	16.19-22.68	1	0	1	0	0	0	1										1	0	0	0	0
Juvenile Counselor Supr	O	01	16.19-22.68	5	1	6	1	0	1	4	1				1					5	1	0	0	0
Adult Housing Administrator	O	01	16.19-22.68	1	0	1	0	0	0	1										1	0	0	0	0
Develop Disabil Admin	O	01	16.19-22.68	0	0	0	0	0	0											0	0	0	0	0
Fiscal Specialist Supr	O	01	16.19-22.68	1	2	3	0	0	0	1					2					3	0	0	0	0
Accounts Payable Supr	O	01	16.19-22.68	1	0	1	1	0	1				1							0	0	1	0	0
Engineering Services Admin	O	01	16.19-22.68	2	0	2	0	0	0	2										2	0	0	0	0
Victim Services Admin	O	01	16.19-22.68	0	0	0	0	0	0											0	0	0	0	0
Direct Clinical Serv Supr	O	01	16.19-22.68	0	1	1	0	0	0						1					1	0	0	0	0
Aging Serv Branch Admin	O	01	16.19-22.68	2	3	5	1	0	1	1			1		3					4	0	1	0	0
Trans Planning Admin	O	01	16.19-22.68	1	0	1	0	0	0	1										1	0	0	0	0
Childrens MH Part Proj Supr	O	01	16.19-22.68	0	0	0	0	0	0											0	0	0	0	0
Probation/Parole Supr	O	01	16.19-22.68	5	4	9	0	1	1	5					3	1				8	1	0	0	0
Nurse Practitioner	O	02	17.77-22.94	6	34	40	0	3	3	6					31	1	2			37	1	2	0	0
Physician Assistant	O	02	17.77-22.94	0	4	4	0	1	1						3			1		3	0	0	1	0
Laboratory Administrator	O	01	17.00-23.80	1	0	1	0	0	0	1										1	0	0	0	0
Public Guardian	O	01	17.00-23.80	0	1	1	0	0	0						1					1	0	0	0	0
Asst County Counsel 2	O	02	17.00-23.80	0	0	0	0	0	0											0	0	0	0	0
Community Services Admin	O	01	17.00-23.80	0	2	2	0	1	1						1			1		1	0	0	1	0
Records Administrator	O	01	17.00-23.80	1	0	1	0	0	0	1										1	0	0	0	0
Administrative Serv Officer	O	01	17.00-23.80	2	4	6	0	0	0	2					4					6	0	0	0	0
Community Corr Prog Admin	O	01	17.00-23.80	3	2	5	0	0	0	3					2					5	0	0	0	0
County Surveyor	O	01	17.00-23.80	1	0	1	0	0	0	1										1	0	0	0	0
Emergency Manage Admin	O	01	17.00-23.80	0	1	1	0	0	0						1					1	0	0	0	0
Planning/Budget Admin	O	01	17.00-23.80	1	0	1	0	0	0	1										1	0	0	0	0
Hous/Comm Serv Prog Admi	O	01	17.00-23.80	2	1	3	1	0	1	1			1		1					2	0	1	0	0
Detention Programs Admin	O	01	17.00-23.80	1	0	1	0	0	0	1										1	0	0	0	0
Bridge Maintenance Admin	O	01	17.00-23.80	1	0	1	0	0	0	1										1	0	0	0	0
Pharmacist Supervisor	O	01	20.40-23.80	0	1	1	0	0	0						1					1	0	0	0	0
Sergeant	PV	13	17.67-24.37	19	3	22	0	0	0	19					3					22	0	0	0	0
Management Assistant/DCC	O	01	17.85-24.99	0	1	1	0	0	0						1					1	0	0	0	0
Systems Administrator	O	01	17.85-24.99	1	2	3	0	0	0	1					2					3	0	0	0	0
Telecommunications Admin	O	01	17.85-24.99	1	0	1	0	0	0	1										1	0	0	0	0



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Job Classification	Lab Mkt	EEO Cat	Salary Range	Totals			Minorities			Male					Female					Totals				
				M	F	T	M	F	T	W	B	H	A	AI	W	B	H	A	AI	W	B	H	A	AI
Data Base Administrator	O	01	17.85-24.99	0	1	1	0	0	0						1					1	0	0	0	0
Benefits Administrator	O	01	17.85-24.99	0	1	1	0	0	0						1					1	0	0	0	0
Treasury Administrator	O	01	17.85-24.99	0	1	1	0	0	0						1					1	0	0	0	0
MCSO Personnel Admin	O	01	17.85-24.99	0	1	1	0	0	0						1					1	0	0	0	0
Library Support Serv Admin	O	01	17.85-24.99	0	1	1	0	0	0						1					1	0	0	0	0
Data Systems Manager	O	01	17.85-24.99	0	1	1	0	0	0						1					1	0	0	0	0
Public Relations Coord	O	01	17.85-24.99	0	1	1	0	0	0						1					1	0	0	0	0
Chief Appraiser	O	01	17.85-24.99	2	0	2	0	0	0	2										2	0	0	0	0
Library Administrator	O	01	17.85-24.99	0	8	8	0	0	0						8					8	0	0	0	0
Volunteer/Bookstore Admin	O	01	17.85-24.99	0	1	1	0	0	0						1					1	0	0	0	0
General Accounting Admin	O	01	17.85-24.99	0	1	1	0	0	0						1					1	0	0	0	0
Juvenile Justice Prog Mgr	O	01	17.85-24.99	1	0	1	1	0	1		1									0	1	0	0	0
Facilities Building Mgr	O	01	17.85-24.99	1	0	1	0	0	0	1										1	0	0	0	0
Youth Services Admin	O	01	17.85-24.99	1	1	2	0	0	0	1					1					2	0	0	0	0
Clinical Supervisor	O	02	21.43-24.99	0	0	0	0	0	0											0	0	0	0	0
Dentist	O	02	21.43-24.99	4	3	7	0	1	1	4					2			1		6	0	0	1	0
Health Services Admin	O	01	17.85-24.99	3	34	37	1	8	9	2			1		26	8				28	8	0	1	0
Facilities Refurbish Mgr	O	01	17.85-24.99	1	0	1	0	0	0	1										1	0	0	0	0
Office Automation Admin	O	01	17.85-24.99	0	1	1	0	0	0						1					1	0	0	0	0
Child Clinical Serv Admin	O	01	17.85-24.99	1	0	1	1	0	1		1									0	1	0	0	0
Cable TV Admin	O	01	17.85-24.99	0	1	1	0	0	0						1					1	0	0	0	0
Health Services Mgr/Asst	O	01	17.85-24.99	0	1	1	0	0	0						1					1	0	0	0	0
Business Services Admin	O	01	17.85-24.99	1	0	1	0	0	0	1										1	0	0	0	0
Environmental Health Admin	O	01	17.85-24.99	1	0	1	0	0	0	1										1	0	0	0	0
Emerg Medical Srv Admin	O	01	17.85-24.99	1	0	1	0	0	0	1										1	0	0	0	0
Library Youth Serv Coord	O	01	18.74-26.24	0	1	1	0	0	0						1					1	0	0	0	0
Labor Relations Mgr/Dep	O	02	18.74-26.24	1	0	1	0	0	0	1										1	0	0	0	0
Cataloging Administrator	O	01	18.74-26.24	0	1	1	0	0	0						1					1	0	0	0	0
Management Assistant/DSS	O	01	18.74-26.24	0	1	1	0	0	0						1					1	0	0	0	0
Library Auto System Admin	O	01	18.74-26.24	1	0	1	0	0	0	1										1	0	0	0	0
Trans Support Serv Mgr	O	01	18.74-26.24	1	0	1	0	0	0	1										1	0	0	0	0
Selection/Acquisition Admin	O	01	18.74-26.24	0	1	1	0	0	0						1					1	0	0	0	0
Purchasing Manager	O	01	18.74-26.24	0	1	1	0	1	1							1				0	1	0	0	0
Alcohol/Drug Admin	O	01	18.74-26.24	0	1	1	0	0	0						1					1	0	0	0	0
Construction Proj Admin	O	01	18.74-26.24	1	0	1	0	0	0	1										1	0	0	0	0
Social Services Mgr/Asst	O	01	18.74-26.24	0	1	1	0	0	0						1					1	0	0	0	0



WORKFORCE ANALYSIS - December 31, 1992

Permanent Full Time & Part Time Employees

Countywide

Job Classification	Lab Mkt	EEO Cat	Salary Range	Totals			Minorities			Male					Female					Totals				
				M	F	T	M	F	T	W	B	H	A	AI	W	B	H	A	AI	W	B	H	A	AI
Risk Manager	O	01	18.74-26.24	0	1	1	0	0	0						1					1	0	0	0	0
Lieutenant/Corrections	O	01	22.30-26.76	6	3	9	0	2	2	6					1	2				7	2	0	0	0
AA/EEO Officer	O	02	19.67-27.55	1	0	1	1	0	1		1									0	1	0	0	0
Juvenile Couns Serv Mgr	O	01	19.67-27.55	1	0	1	0	0	0	1										1	0	0	0	0
Assess Info Resource Mgr	O	01	19.67-27.55	1	0	1	0	0	0	1										1	0	0	0	0
Asst County Counsel/Senior	O	02	19.67-27.55	3	2	5	1	0	1	2	1				2					4	1	0	0	0
Developmental Disabil Mgr	O	01	19.67-27.55	1	0	1	0	0	0	1										1	0	0	0	0
M E D Program Manager	O	01	19.67-27.55	1	0	1	0	0	0	1										1	0	0	0	0
Health Services Manager	O	01	19.67-27.55	1	2	3	0	0	0	1					2					3	0	0	0	0
Commun Corr Prog Serv Mgr	O	01	19.67-27.55	1	0	1	0	0	0	1										1	0	0	0	0
Facilities Maintenance Mgr	O	01	19.67-27.55	1	0	1	0	0	0	1										1	0	0	0	0
Bridge Services Manager	O	01	19.67-27.55	1	0	1	0	0	0	1										1	0	0	0	0
Dentist/Senior	O	01	23.61-27.55	4	0	4	0	0	0	4										4	0	0	0	0
Operations/Telecomm Mgr	O	01	19.67-27.55	1	0	1	0	0	0	1										1	0	0	0	0
Road Maintenance Manager	O	01	19.67-27.55	1	0	1	0	0	0	1										1	0	0	0	0
Labor Relations Manager	O	01	19.67-27.55	1	0	1	0	0	0	1										1	0	0	0	0
Library Manager	O	01	19.67-27.55	1	2	3	0	0	0	1					2					3	0	0	0	0
Probation/Parole Branch Mgr	O	01	19.67-27.55	5	1	6	1	0	1	4	1				1					5	1	0	0	0
Traffic Aids Manager	O	01	19.67-27.55	1	0	1	0	0	0	1										1	0	0	0	0
Family Services Manager	O	01	19.67-27.55	0	0	0	0	0	0											0	0	0	0	0
Tax Collection Manager	O	01	19.67-27.55	0	1	1	0	0	0						1					1	0	0	0	0
Chief Deputy Med Examiner	O	01	19.67-27.55	1	0	1	0	0	0	1										1	0	0	0	0
Technical Support Manager	O	01	19.67-27.55	1	0	1	0	0	0	1										1	0	0	0	0
Juvenile Detention Manager	O	01	19.67-27.55	1	0	1	0	0	0	1										1	0	0	0	0
Engineering Services Mgr	O	01	19.67-27.55	1	0	1	0	0	0	1										1	0	0	0	0
Geog Info Records Mgr	O	01	19.67-27.55	1	0	1	0	0	0	1										1	0	0	0	0
AIDS Program Manager	O	01	19.67-27.55	0	1	1	0	0	0						1					1	0	0	0	0
Information Systems Mgr	O	01	19.67-27.55	1	0	1	0	0	0	1										1	0	0	0	0
District Manager/DCC	O	01	19.67-27.55	0	1	1	0	0	0						1					1	0	0	0	0
Corrections Health Manager	O	01	19.67-27.55	0	1	1	0	0	0						1					1	0	0	0	0
Captain/Corrections	O	01	23.86-28.64	1	1	2	0	0	0	1					1					2	0	0	0	0
Fiscal Officer/Sheriff	O	01	20.66-28.94	1	0	1	0	0	0	1										1	0	0	0	0
Parks Manager	O	01	20.66-28.94	1	0	1	0	0	0	1										1	0	0	0	0
Planning Manager	O	01	20.66-28.94	1	0	1	0	0	0	1										1	0	0	0	0
Expo Manager	O	01	20.66-28.94	1	0	1	0	0	0	1										1	0	0	0	0
Employee Services Manager	O	01	20.66-28.94	1	0	1	0	0	0	1										1	0	0	0	0



WORKFORCE ANALYSIS - December 31, 1992  
 Permanent Full Time & Part Time Employees  
 Countywide

Job Classification	Lab Mkt	EEO Cat	Salary Range	Totals			Minorities			Male					Female					Totals				
				M	F	T	M	F	T	W	B	H	A	AI	W	B	H	A	AI	W	B	H	A	AI
Commun Corr Spec Prog Mgr	O	01	20.66-28.94	0	1	1	0	0	0						1					1	0	0	0	0
Planning/Budget Manager	O	01	20.66-28.94	1	0	1	0	0	0	1										1	0	0	0	0
Fleet/Support Serv Manager	O	01	20.66-28.94	1	0	1	0	0	0	1										1	0	0	0	0
Animal Control Manager	O	01	20.66-28.94	1	0	1	0	0	0	1										1	0	0	0	0
Lieutenant	O	01	24.11-28.94	6	0	6	0	0	0	6										6	0	0	0	0
Finance Manager	O	01	20.66-28.94	1	0	1	0	0	0	1										1	0	0	0	0
Elections Manager	O	01	20.66-28.94	0	1	1	0	0	0						1					1	0	0	0	0
Aging Services Program Mgr	O	01	20.66-28.94	1	0	1	0	0	0	1										1	0	0	0	0
Deputy Director/DES	O	01	20.66-28.94	0	1	1	0	0	0						1					1	0	0	0	0
Inmate Programs Manager	O	01	21.71-30.39	1	0	1	0	0	0	1										1	0	0	0	0
Library Manager/Senior	O	01	21.71-30.39	0	3	3	0	0	0						3					3	0	0	0	0
Valuation Manager	O	01	21.71-30.39	1	0	1	0	0	0	1										1	0	0	0	0
Litigation Counsel	O	02	21.71-30.39	1	0	1	0	0	0	1										1	0	0	0	0
Housing/Comm Services Mgr	O	01	21.71-30.39	1	0	1	1	0	1			1								0	1	0	0	0
Major/Corrections	O	01	25.53-30.63	1	0	1	0	0	0	1										1	0	0	0	0
Captain	O	01	25.80-30.96	1	0	1	0	0	0	1										1	0	0	0	0
Co-Principal Investigator	O	01	22.78-31.59	1	0	1	0	0	0	1										1	0	0	0	0
Major	O	01	26.57-31.89	1	0	1	0	0	0	1										1	0	0	0	0
Juvenile Justice Manager/Sr	O	01	22.78-31.90	1	0	1	0	0	0	1										1	0	0	0	0
Asst County Counsel/Chief	O	01	22.78-31.90	1	0	1	0	0	0	1										1	0	0	0	0
Facilities Manager/Senior	O	01	22.78-31.90	1	0	1	0	0	0	1										1	0	0	0	0
Information Serv Manager/Sr	O	01	22.78-31.90	1	0	1	0	0	0	1										1	0	0	0	0
Prob/Parole Serv Mgr/Sr	O	01	22.78-31.90	1	0	1	1	0	1			1								0	1	0	0	0
A & T Manager/Senior	O	01	23.93-33.49	0	1	1	0	0	0						1					1	0	0	0	0
Deputy Director/Library	O	01	23.93-33.49	0	1	1	0	0	0						1					1	0	0	0	0
Transportation Manager/Sr	O	01	23.93-33.49	1	0	1	0	0	0	1										1	0	0	0	0
Dental Health Officer	O	01	23.93-33.49	1	0	1	0	0	0	1										1	0	0	0	0
Social Services Manager/Sr	O	01	23.93-33.49	1	0	1	0	0	0	1										1	0	0	0	0
Aging Services Manager/Sr	O	01	23.93-33.49	1	0	1	0	0	0	1										1	0	0	0	0
Undersheriff	O	01	29.23-35.08	1	0	1	0	0	0	1										1	0	0	0	0
Chief Deputy/Sheriff's Off	O	01	29.23-35.08	3	0	3	0	0	0	3										3	0	0	0	0
Physician	O	02	25.13-35.17	9	7	16	1	0	1	8				1		7				15	0	0	1	0
Health Officer/Assistant	O	01	27.57-38.61	0	1	1	0	0	0						1					1	0	0	0	0
TOTALS				1428	1950	3378	227	257	484	1201	113	41	55	18	1693	142	56	47	12	2894	255	97	102	30

Labor Market: PV = Portland-Vancouver CMSA O = State of Oregon







# **DEPARTMENTAL EEO/AFFIRMATIVE ACTION COMPLIANCE STRATEGIES**



## DEPARTMENTAL EEO/AFFIRMATIVE ACTION COMPLIANCE STRATEGIES (Guidelines for Organization and Content)

### Purpose:

This guide is designed to assist departments in the preparation of uniform affirmative action compliance strategies to accomplish equal employment opportunity and affirmative action goals under this plan. Departments should follow closely the directions of this guide to assure complete compliance.

### Guidelines:

The commitment of department/office managers is paramount to the County's effort to implementing affirmative action strategies, coupled with good-faith efforts to ensure equal employment opportunities.

It is the department's responsibility to both develop and execute action-oriented programs to comply with the intent of this plan. However, it is the City/County Affirmative Action Office's responsibility to make a professional judgment as to:

1. Specificity: Whether the action-oriented programs are sufficiently specific and result-oriented to accomplish the aims for which they were created; and
2. Execution: Whether the action-oriented programs were properly executed to achieve the goals and objectives of the affirmative action program.

### Department Responsibilities

Each department shall prepare an action plan identifying strategies for meeting the department's affirmative action goals. In preparing these plans, departments should review the utilization data contained in this plan, to determine where appropriate affirmative action methods should be undertaken. The review should include examining employees by race, sex, salary range, and job groups. This analysis allows the department to plan how it will meet annual hiring goals established under this plan.

The required components of the department-level action implementation plan are:

1. A policy statement signed by the department manager which includes a statement of the manager's commitment to the County's Equal Employment Opportunity and Affirmative Action Policy.
  - a. The directive that all management personnel shall actively support affirmative action and equal employment opportunity.
  - b. The directive that all management personnel shall actively work to create and promote a work environment that is free of any form of unlawful discrimination and harassment.



2. A description of the methods by which department employees shall be informed of the affirmative action policy.
3. The designation of an individual (preferably by position title) responsible for ensuring that affirmative action is implemented within the office.

This analysis will provide, by job grouping, the projected date by which the department hopes to meet the County's goal of eliminating under-utilization.

4. An evaluation of progress by the department or office toward achieving affirmative action goals and discussion of any problem areas by organizational units and job group within the department. This evaluation shall assess the effectiveness of steps that the department has taken in the past. Barriers to the achievement of equal employment opportunity and affirmative action shall be identified.
5. Departments with pronounced under-utilization shall work with the City/County Affirmative Action Office and the Employee Services Division to evaluate options such as exam validation procedures, special training and outreach programs, internal review to determine if there is any evidence of discrimination within the department which might be contributing to under-utilization of minorities or women.

Information that Departments/Offices are required to keep for monitoring and review purposes:

1. Records substantiating that a policy statement committing the department to equal employment opportunity and affirmative action practices has been issued to staff.
2. Records substantiating that the County's affirmative action plan has been made accessible to all employees.
3. Records substantiating that managers and supervisors within the work unit have received EEO training.
4. Records substantiating the provision of reasonable accommodation to disabled persons.
5. Records substantiating that all eligible persons are encouraged to receive training regardless of their protective status.
6. Records substantiating that part-time, training, and seasonal employment opportunities are made available to protected class persons.
7. Records substantiating that the County's EEO Policy and Federal EEO Policy are posted in the work unit.
8. Records substantiating the dissemination of the complaint resolution procedure to all personnel.



9. Records documenting each organizational unit's progress toward meeting goals to address under-utilization.
10. Records substantiating actions taken to reduce and/or eliminate illegal discrimination and/or harassment complaints.
11. Records documenting any actions or efforts undertaken to meet the County's broader affirmative action objectives.

All departments' affirmative action compliance strategies must be received by the City/County Affirmative Action Office within three months after the adoption of the County's 1993-95 Affirmative Action Plan. Revisions to department compliance strategies will hereafter be due by the last day in March, so that they can be reviewed and revised prior to the beginning of each fiscal year.







**AFFIRMATIVE ACTION PLAN  
PROGRAM IMPLEMENTATION  
STEPS**



# OBJECTIVE

# SPECIFIC ACTION STEPS

# RESPONSIBILITY

# CURRENT STATUS

## RECRUITMENT

To develop a recruitment plan which reaches and attracts job candidates from all sources.

1. Establish programs for recruiting minorities, women and disabled persons.

Employee Services  
Division (ESD)  
AA Ofcr/Dept Heads

As needed.  
As needed.

2. Coordinate with various test development organizations in an effort to develop examinations/procedures which fairly evaluate all potential candidates.

ESD  
AA Ofcr/Dept Heads

In process.

3. Update lists of all minorities, women and disabled organizations and institutions to be used as recruitment sources.

- a. Establish a mailing list for distribution of information regarding exams and Affirm. Action policies.

ESD

Ongoing.

- b. Contact community groups and organizations and maintain liaison with them.

AA Officer

Ongoing.

4. Work closely with schools and colleges in relation to recruitment for entrance level classes.

ESD/AA Officer

Ongoing.



## OBJECTIVE

## SPECIFIC ACTION STEPS

## RESPONSIBILITY

## CURRENT STATUS

5. Develop system that monitors results of recruitment efforts to ensure that all sources are effectively reached.

AA Ofcr/Dept Heads  
ESD

6. Establish a system for distribution of job vacancy information to provide equitable exposure to all.

ESD/AA Officer

Ongoing.

7. Increase involvement of County employee staff in recruitment.

ESD/AA Officer

Ongoing.

I. SELECTION, APPOINTMENT, AND  
RELATED PERSONNEL ACTIVITIES

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To ensure that all personnel activities are conducted to provide and promote equal employment opportunity for all employees and applicants.

1. Develop oral panels with minorities, females and disabled persons participating.

ESD

Ongoing.

2. Analyze and report on appointments and promotions of employees.

AA Officer/ESD

3. Review departmental selection processes that tend to have an adverse impact on Affirmative Action.

AA Officer

Ongoing.

4. Maintain and compare statistics of candidates interviewed with candidates selected.

ESD

Ongoing.

5. Develop an exit interview form to be given to employees when they give notice of termination.

AA Officer

1/94



## OBJECTIVE

## SPECIFIC ACTION STEPS

## RESPONSIBILITY

## CURRENT STATUS

II. CLASSIFICATION

To identify and remove artificial barriers to employment and upward mobility which may exist within classifications used by the County.

1. Evaluate, on a continuous basis, job classifications to assure minimum qualifications are job related and do not present artificial barriers.

ESD

- a. Identify specific areas in which bridging classes can developed.

Department Heads

- b. Monitor department changes which could impact on personnel assignment and promotion as they relate to the Affirmative Action Program.

ESD/AA Officer

V. PROGRAM ORIENTATION and EVALUATION

To coordinate and evaluate the implementation of the Affirmative Action Program.

1. Provide training to all personnel assigned to implement County's Affirmative Action Plan.

AA Officer

2. Develop and implement a system that provides for collection, maintenance and analysis of statistical data on the employment and promotion of minorities, women, and disabled; evaluation of Affirmative Action Program and assessment of the effectiveness of Affirmative Action activities.

AA Officer

Ongoing.



OBJECTIVE	SPECIFIC ACTION STEPS	RESPONSIBILITY	CURRENT STATUS
V. <u>PROGRAM ORIENTATION and EVALUATION (Cont'd.)</u>			
	3. Prepare progress reports for the Personnel Director and County Manager on the performance of Departments in achieving goals.	<u>AA Officer</u>	
	4. Annually review and update the Plan.	<u>AA Officer</u>	<u>Annually.</u>
	5. Prepare annual assessments for all Board of Commissioners.	<u>AA Officer</u>	<u>Annually.</u>
	6. Review affirmative action status with the Board of County Commissioners and community groups.	<u>AA Officer/ESD Dir.</u>	<u>Annually.</u>







**DATA COLLECTION**  
**(41 CFR § 60-2.11; and 60-2.23)**



**ETHNIC, SEX, AND DISABILITY INFORMATION**  
**(41 CFR § 60-2.11; and 60-2.23)**

**A. Compilation**

For the purpose of documenting and meeting regulatory data gathering requirements, information will be gathered and maintained regarding the success or failure of applicants by ethnic group, disability, and sex in County examinations. Such information will be voluntarily provided by the applicant on a detachable section of the application.

**B. Use**

1. Ethnic, sex, and disability information shall not be used in a discriminatory manner in the selection process.
2. Such information shall only be used for one or more of the following purposes:
  - a. research and statistical analysis to assess the fairness of the systems and processes in regard to ethnicity, sex, and the disabled; or
  - b. to provide a basis for corrective action when adverse effect is present and/or where an affirmative action objective can be met;
  - c. to evaluate the County's affirmative action programs; or
  - d. to determine the extent of protected class status in reviewing complaints; and

**C. Racial/Ethnic Identification Categories**

For the purposes of this plan, the following racial/ethnic categories, as identified by the United States Office of Management and Budget (OMB) issued in Circular No. A-46, will be the basis for identifying racial/ethnic group categories:

1. Native American or Alaskan Native (AI) - A person having origins in any of the original people of North America, who maintains cultural identification through tribal affiliation or community recognition.
2. Asian or Pacific Islander. A person having origins in any of the original people of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands. This area includes, for example, China, India, Japan, Korea, the Philippines, and Samoa.
3. Black. A person having origins in one of the Black racial groups of Africa.



4. Hispanic. A person of Mexican, Puerto Rican, Cuban, Central or South American or other Spanish culture or origin, regardless of race.
5. White. A person having origins in any of the original people of European, North Africa, or the Middle East.

The above classification should not be interpreted as being scientific or anthropological. Falsification of racial identification for the purpose of distorting affirmative action data collection will be considered an offense subject to disciplinary action. The burden of proving a racial/ethnic identification rests with the person claiming the status, if such claim is made to benefit from the affirmative action program.







**SUPPORT OF COMMUNITY ACTION  
PROGRAMS  
(41 CFR § 60-2.13(i); and 60-2.26))**



**SUPPORT OF COMMUNITY ACTION PROGRAMS**  
**(41 CFR § 60-2.13 (i), 60-2.26)**

The County encourages its employees, supervisors, and managers to become involved in various community organizations, programs, and projects.

As part of its continuing community service commitment, the County will:

1. Encourage involvement of employees in various community service organizations and projects designed to assist in promoting cross cultural understanding.
2. Encourage minority, female, and disabled employees to participate in community service projects within and outside of the County's services system.
3. Annually, will recognize employees for their volunteer activities in groups and service organizations designed to assist protected class persons.







**CONSIDERATION OF MINORITY, WOMEN,  
AND THE DISABLED NOT CURRENTLY  
IN THE WORKFORCE  
(41 CFR § 60-2.13(j))**



**CONSIDERATION OF MINORITY, WOMEN, AND THE  
DISABLED NOT CURRENTLY IN THE WORK FORCE**  
**(41 CFR § 60-2.13(j))**

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

The following are some of the means by which minorities, women, and disabled persons not currently in the work force who have the requisite skills may be recruited:

- Employees working for the County will be encouraged to refer both minorities, women and disabled persons they know who are interested in employment.

Timetable -- This will be an ongoing process as employment opportunities occur.

Responsibility: All departments.

- Referral agencies will be encouraged to seek out and refer minorities, women, and the disabled for employment opportunities.

Timetable -- This will be done as employment opportunities open up and job announcements are published by Personnel.

Responsibility: Employee Services Division.

- The County will seek referrals from organizations serving disabled persons, minorities, and women organizations, to reach those currently not in the work force.

Timetable -- These organizations will receive a copy of the County's policy within 30 days of the approval of the affirmative action plan.

Responsibility: Affirmative Action Office.

- The County will encourage the use of summer employment opportunities and trainee positions to provide employment opportunities and skills development for minorities, women, and the disabled.

Timetable -- This will occur prior to summer employment through a reminder memorandum to managers, and a notice to be sent to organizations interested in promoting job opportunities for such individuals.

Responsibility: Affirmative Action Office  
Employee Services Division







**SUPPORT OF MINORITY/FEMALE/DISABLED  
INDIVIDUALS' ENTERPRISES**



### **Support of Minority Enterprise:**

Multnomah County purchases a number of products and services from various enterprises. It is our policy to give affirmative action consideration to minority/female/disabled persons' enterprises. These vendors will be given an opportunity to compete for our business and will be sought out so they may bid for our business. To this end, we will advertise from time to time in minority publications and directories which provide a selling resource guide for minority/female/disabled persons' businesses.

As a result of these efforts, the County will establish a number of relatively important relationships with minority/female/disabled persons' enterprises.

### **AFFIRMATIVE ACTION IN CONSTRUCTION CONTRACTS:**

These apply to those construction contractors who are subject to Executive Order 11246 and who do business with Multnomah County. The guidelines (41 CFR 60-4 and as later amended as 45 FR 65976 on November 3, 1980).

Following are highlights of applicable provisions for women and minorities in that industry:

#### **Scope and Application.**

The regulations apply to all contractors and subcontractors who hold any federal or federally-assisted construction contract in excess of \$10,000.

The regulations apply to such contractor's employees engaged in on-site construction, including those construction employees who work on a nonfederal or nonfederally assisted construction site.

#### **Solicitations and Bids.**

Such contractors shall include an affirmative action notice when submitting bids on projects in designated geographical areas. These are geographical areas where the federal government has set nationwide goals for women in each construction trade, and regional and local goals for minorities in each construction trade. The goals are applicable to the contractor's aggregate on-site construction work force, whether or not part of that work force is performing work on a federal or federally-assisted construction contract or subcontract led by Multnomah County.

#### **Affirmative Action.**

Under the County's affirmative action plan, the contractor shall make a good-faith effort to employ minorities and women on all projects. Additionally, contractors are encouraged to seek out minority and women firms for sub-bidding.

The Purchasing Division will be responsible for providing information on available firms to contractors.



### **Process.**

Before receiving a contract, the contractor must pledge to ensure and maintain a working environment free of harassment, intimidation, and coercion.

The contractor will also maintain a current file of names, addresses, and telephone numbers of each minority and female walk-in applicant, and minority and female referrals from unions, recruitment sources, or community organizations.

In addition, the contractor will explore developing on-the-job training opportunities that expressly include minorities and women, including upgrading programs and apprenticeship and trainee programs relevant to employment needs.

The contractor is required to conduct, at least annually, an inventory and evaluation of female and minority personnel for promotional opportunities and to encourage these employees to prepare themselves for these advancement opportunities.

### **Compliance Monitoring.**

This policy will be monitored by the County's Purchasing Division, and will be subject to audit and review by the County's Affirmative Action Office.







**AFFIRMATIVE ACTION  
"QUALITY" MANAGEMENT  
RECOGNITION PROGRAM**



### **Affirmative Action Quality Manager Recognition Award**

Multnomah County, through the City/County Affirmative Action Office, will create an "Affirmative Action Quality Manager Recognition Award" to be given out yearly by the Chair and Board of County Commissioners to the manager(s), individual(s), and/or division(s) that initiates, encourages, and achieves affirmative action/cultural diversity/equal employment opportunity goals or implements creative strategies to improve the retention of protected class persons or finds creative ways to create a culturally-sensitive work place or creates opportunities for the unemployed to gain access to jobs.







**INTERNAL EVALUATION AND  
REPORTING SYSTEMS  
(41 CFR § 60-2.13(g))**



**INTERNAL EVALUATION AND REPORTING SYSTEMS**  
**(41 CFR § 60-2.13(g))**

Multnomah County will maintain an internal evaluation and reporting system to measure the effectiveness of this plan.

The internal monitoring of this plan includes, but is not limited to:

1. Periodic reviews of external and internal applicant flow, to assure that the County's recruiting efforts are attracting a diversified pool of applicants for new hires and promotions.

Responsibility: Employee Services Division.  
Affirmative Action Office.

2. Review of hires, promotions, and terminations to assure that such actions are not having an adverse effect on the equal employment opportunities of women, minorities, and disabled persons.

Responsibility: Employee Services Division.  
Affirmative Action Office.

3. Assuring that managers are provided with the current status reports on affirmative action.

Responsibility: Affirmative Action Office.

4. Informing managers of achievements, problems, trends, and setting corrective action when necessary.

Responsibility: Affirmative Action Office.

5. Conducting organizational field reviews to determine the extent to which a department, or division is complying with the intent of this plan and appropriate affirmative action and equal employment opportunity guidelines.

Responsibility: Affirmative Action Office.

6. Encouraging employees who feel that the County has failed to fulfill its obligations to implement this plan to express their concerns to the City/County Affirmative Action Office.

Responsibility: Affirmative Action Office.  
Employees.



7. Requiring formal reports from department managers on a scheduled basis that indicate the degree to which departmental and divisional goals are attained and timetables are met.

Responsibility: Affirmative Action Office.

8. Reviewing all selection, promotional, and training procedures to ensure that they are nondiscriminatory.

Responsibility: Employee Services Division.  
Affirmative Action Office.

9. Inform, on a regular basis, department managers of their effectiveness in implementing this policy and recommend improvements if necessary.

Responsibility: Affirmative Action Office.

#### **Report Accountability:**

<u>Report</u>	<u>Produced By</u>	<u>Frequency</u>
Affirmative Action Monitoring Report.	Employee Services Division	Quarterly
Selection and hiring rate record.	Employee Services Division	Quarterly
Training participation summary.	Employee Services Division	Quarterly
EEO-4 Report (required by the federal government).	Employee Services Division	Biennially
Affirmative Action Annual Report and Performance.	Affirmative Action Office	Annually

#### **Field Review Standards:**

Periodically, the Affirmative Action Office will conduct field reviews of County Departments, Divisions, and/or Offices to determine the Departmental Division/Office's (Agency) compliance with the EEO and affirmative action obligations of this plan. In the course of such a review, the Affirmative Action Office may request documentation and reports reflecting the employment practices and profiles of the organization, and may visit the agency's worksite(s) and interview officials and employees.

- A. Compliance Criteria: In the course of a compliance review, the Affirmative Action Office shall judge the agency's composite good faith effort and progress to provide equal employment opportunity and affirmative action for minorities, women, and handicapped persons. An agency's compliance will be judged upon the following criteria:



1. Existence of approved affirmative action compliance strategies.
  2. Demonstration of the implementation of the agency's affirmative action goals within the time frame cited in the agency's Affirmative Action Compliance. Compliance with numerical goals is defined as achieving at least 4/5 of each numerical goal(s) cited in the agency's Affirmative Action Compliance, and compliance with program goals will be determined by the documentation that those goals have either been achieved or a demonstration of a good faith effort to achieve those goals.
  3. Demonstration that the agency's EEO/AA policy has been disseminated within the agency and to relevant external entities and organizations.
  4. Documentation of the inclusion of EEO/AA principles and procedures in appropriate in-service training programs.
  5. Documentation of the inclusion of the agency's EEO Representative in the investigation and disposition of all internal and external discrimination grievances and complaints.
  6. Maintenance and timely submission of appropriate data and reports as required.
- B. Compliance Report: Within thirty (30) days of the Affirmative Action Officer's completion of a compliance review of an agency, the Office shall inform the agency's Chief Executive Officer in writing of the Officer's findings. The Affirmative Action Officer's report shall summarize the agency's satisfaction of the various compliance criteria outlined above, and shall record the agency in one of the following compliance categories:
1. Certified Compliance: All affirmative action compliance requirements, numerical and programmatic goals have been met by the agency.
  2. Good-faith Compliance: Not all affirmative action compliance requirements, numerical and programmatic goals have been met, but the agency has demonstrated and documented good-faith compliance.
  3. Noncompliance: Affirmative action compliance requirements, numerical and programmatic goals have not been met and the agency has not demonstrated and documented good-faith compliance.
- C. Agency Action on Noncompliance Report: If the Affirmative Action Office's compliance report concludes that an agency is in noncompliance, the report shall set forth recommendations and suggestions for the agency to achieve compliance. Within thirty (30) days of receipt of the report, the agency shall inform the Affirmative Action Office in writing whether it accepts the Office's recommendations and suggestions. An agency's failure to respond within the thirty days shall be deemed to constitute rejection. Where the agency accepts the Office's



recommendations, the Office will monitor and periodically evaluate the agency's accomplishment of them. If the agency rejects the Office's recommendations but offers alternatives of its own, the Office will review the alternatives and notify the agency if it finds them acceptable within 30 days of their receipt. If the Office finds them acceptable, it will monitor and periodically evaluate the agency's accomplishment of them. If the agency rejects the Office's recommendations and fails to offer acceptable alternatives, the Affirmative Action Office will forward all materials to the Chair or appropriate Elected Official for final action on the report and recommendations.







## APPENDICES



## APPENDICES:

- APPENDIX A: O.F.C.C. Affirmative Action Guidelines
- APPENDIX B: Posting
- APPENDIX C: Oregon Civil Rights Law
- APPENDIX D: Merit System Code (EEO)
- APPENDIX E: Personnel Rules (EEO/AA)
- APPENDIX F: Identification of Major Job Groups
- APPENDIX G: Multnomah County Citizen Advisory Boards and Commissions
- APPENDIX H: Good-faith Efforts
- APPENDIX I: Recruitment Strategies
- APPENDIX J: Criteria for Evaluating Managers
- APPENDIX K: 1990 Census Population Data
- APPENDIX L: Civil Rights Law Coverage
- APPENDIX M: Glossary of Terms
- APPENDIX N: TTD Users for Multnomah County
- APPENDIX O: Honoring Diversity



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

§ 60-1.42 Notices to be posted.

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

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

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

**THE EQUAL EMPLOYMENT OPPORTUNITY COMMISSION**

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

**ANY PERSON**

Who believes he or she has been discriminated against

**SHOULD CONTACT**

**THE EQUAL EMPLOYMENT OPPORTUNITY COMMISSION**

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

Executive Order No. 11246—Administered by:

**THE OFFICE OF FEDERAL CONTRACT COMPLIANCE PROGRAMS**

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

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

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

**ANY PERSON**

Who believes he or she has been discriminated against

**SHOULD CONTACT**

**THE OFFICE OF FEDERAL CONTRACT COMPLIANCE PROGRAMS**

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

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

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

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

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

§ 60-1.44 Rulings and interpretations.

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

§ 60-1.45 Existing contracts and subcontracts.

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

§ 60-1.46 Delegation of authority by the Director.

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

§ 60-1.47 Effective date.

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

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

**PART 60-2—AFFIRMATIVE ACTION PROGRAMS**

**Subpart A—General**

Sec.

60-2.1 Title, purpose and scope.

60-2.2 Agency action.

**Subpart B—Required Contents of Affirmative Action Programs**

60-2.10 Purpose of affirmative action program.

60-2.11 Required utilization analysis.

60-2.12 Establishment of goals and timetables.

60-2.13 Additional required ingredients of affirmative action programs.

60-2.14 Program summary.

60-2.15 Compliance status.

**Subpart C—Methods of Implementing the Requirements of Subpart B**

60-2.20 Development or reaffirmation of the equal employment opportunity policy.

60-2.21 Dissemination of the policy.

60-2.22 Responsibility for implementation.

60-2.23 Identification of problem areas by organizational units and job groups.

60-2.24 Development and execution of programs.

60-2.25 Internal audit and reporting systems.

60-2.26 Support of action programs.

**Subpart D—Miscellaneous**

60-2.30 Use of goals.

60-2.31 Preemption.

60-2.32 Superseding.

**AUTHORITY:** 5 U.S.C. 553(a)(3)(B); 29 CFR 2.7; sec. 201, E.O. 11246, 30 FR 12319, and E.O. 11375, 32 FR 14303, as amended by E.O. 12086.

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



## Subpart A—General

## § 60-2.1 Title, purpose and scope.

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

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

## § 60-2.2 Agency action.

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

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

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

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

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

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

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

entation of opposing facts and evidence; and

(iv) A suggested date for the conciliation conference.

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

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

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

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

## Subpart B—Required Contents of Affirmative Action Programs

## § 60-2.10 Purpose of affirmative action program.

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



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

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

§ 60-2.11 Required utilization analysis.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

§ 60-2.12 Establishment of goals and timetables.

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

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

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

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

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

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

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

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

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

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

(k) Where the contractor has not established a goal, its written affirmative action program must specifically analyze each of the factors listed in § 60-2.11 and must detail its reason for a lack of a goal.

(l) In the event it comes to the attention of the Office of Federal Contract Compliance Programs that there is a substantial disparity in the utilization of a particular minority group or men or women of a particular minority group, OFCCP may require separate goals and timetables for such minority group, and may further require, where appropriate, such goals and timetables by sex for such group for such job classifications and organizational units specified by the OFCCP.

(m) Support data for the required analysis and program shall be compiled and maintained as part of the contractor's affirmative action program. This data will include but not be



limited to progression line charts, seniority rosters, applicant flow data, and applicant rejection ratios indicating minority and sex status.

(n) Copies of affirmative action programs and/or copies of support data shall be made available to the Office of Federal Contract Compliance Programs, upon request, for such purposes as may be appropriate to the fulfillment of its responsibilities under Executive Order 11246, as amended.

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

§ 60-2.13 Additional required ingredients of affirmative action programs.

Effective affirmative action programs shall contain, but not necessarily be limited to, the following ingredients:

(a) Development or reaffirmation of the contractor's equal employment opportunity policy in all personnel actions.

(b) Formal internal and external dissemination of the contractor's policy.

(c) Establishment of responsibilities for implementation of the contractor's affirmative action program.

(d) Identification of problem areas (deficiencies) by organizational units and job group.

(e) Establishment of goals and objectives by organizational units and job groups, including timetables for completion.

(f) Development and execution of action-oriented programs designed to eliminate problems and further designed to attain established goals and objectives.

(g) Design and implementation of internal audit and reporting systems to measure effectiveness of the total program.

(h) Compliance of personnel policies and practices with the Sex Discrimination Guidelines (41 CFR Part 60-20).

(i) Active support of local and national community action programs and community service programs, designed to improve the employment opportunities of minorities and women.

(j) Consideration of minorities and women not currently in the work force having requisite skills who can be recruited through affirmative action measures.

§ 60-2.14 Program summary.

The affirmative action program shall be summarized and updated annually. The program summary shall be prepared in a format which shall be prescribed by the Director and published in the FEDERAL REGISTER as a notice before becoming effective. Contractors and subcontractors shall submit the program summary to OFCCP each year on the anniversary date of the affirmative action program.

[44 FR 77003, Dec. 28, 1979]

§ 60-2.15 Compliance status.

No contractor's compliance status shall be judged alone by whether or not it reaches its goals and meets its timetables. Rather, each contractor's compliance posture shall be reviewed and determined by reviewing the contents of its program, the extent of its adherence to this program, and its good faith efforts to make its program work toward the realization of the program's goals within the timetables set for completion. There follows an outline of examples of procedures that contractors and Federal agencies should use as a guideline for establishing, implementing, and judging an acceptable affirmative action program.

[43 FR 49249, Oct. 20, 1978; 43 FR 51400, Nov. 3, 1978. Redesignated at 44 FR 77003, Dec. 28, 1979]

Subpart C—Methods of Implementing the Requirements of Subpart B

§ 60-2.20 Development or reaffirmation of the equal employment opportunity policy.

(a) The contractor's policy statement should indicate the chief executive officer's attitude on the subject matter, assign overall responsibility and provide for a reporting and monitoring procedure. Specific items to be mentioned should include, but not be limited to:

(1) Recruit, hire, train, and promote persons in all job titles, without regard to race, color, religion, sex, or national origin, except where sex is a bona fide occupational qualification. (The term "bona fide occupational qualification"

has been construed very narrowly under the Civil Rights Act of 1964. Under Executive Order 11246 as amended and this part, this term will be construed in the same manner.)

(2) Base decisions on employment so as to further the principle of equal employment opportunity.

(3) Insure that promotion decisions are in accord with principles of equal employment opportunity by imposing only valid requirements for promotional opportunities.

(4) Insure that all personnel actions such as compensation, benefits, transfers, layoffs, return from layoff, company sponsored training, education, tuition assistance, social and recreation programs, will be administered without regard to race, color, religion, sex, or national origin.

[43 FR 49249, Oct. 30, 1978; 43 FR 51400, Nov. 3, 1978]

§ 60-2.21 Dissemination of the policy.

(a) The contractor should disseminate its policy internally as follows:

(1) Include it in contractor's policy manual.

(2) Publicize it in company newspaper, magazine, annual report, and other media.

(3) Conduct special meetings with executive, management, and supervisory personnel to explain intent of policy and individual responsibility for effective implementation, making clear the chief executive officer's attitude.

(4) Schedule special meetings with all other employees to discuss policy and explain individual employee responsibilities.

(5) Discuss the policy thoroughly in both employee orientation and management training programs.

(6) Meet with union officials to inform them of policy, and request their cooperation.

(7) Include nondiscrimination clauses in all union agreements, and review all contractual provisions to insure they are nondiscriminatory.

(8) Publish articles covering EEO programs, progress reports, promotions, etc., of minority and female employees, in company publications.

(9) Post the policy on company bulletin boards.

(10) When employees are featured in product or consumer advertising, employee handbooks or similar publications both minority and nonminority, men and women should be pictured.

(11) Communicate to employees the existence of the contractor's affirmative action program and make available such elements of its program as will enable such employees to know of and avail themselves of its benefits.

(b) The contractor should disseminate its policy externally as follows:

(1) Inform all recruiting sources verbally and in writing of company policy, stipulating that these sources actively recruit and refer minorities and women for all positions listed.

(2) Incorporate the equal opportunity clause in all purchase orders, leases, contracts, etc., covered by Executive Order 11246, as amended, and its implementing regulations.

(3) Notify minority and women's organizations, community agencies, community leaders, secondary schools, and colleges, of company policy, preferably in writing.

(4) Communicate to prospective employees the existence of the contractor's affirmative action program and make available such elements of its program as will enable such prospective employees to know of and avail themselves of its benefits.

(5) When employees are pictured in consumer or help wanted advertising, both minorities and nonminority men and women should be shown.

(6) Send written notification of company policy to all subcontractors, vendors, and suppliers requesting appropriate action on their part.

[43 FR 49249, Oct. 30, 1978; 43 FR 51400, Nov. 3, 1978]

§ 60-2.22 Responsibility for implementation.

(a) An executive of the contractor should be appointed as director or manager of company equal opportunity programs. Depending upon the size and geographical alignment of the company, this may be his or her sole responsibility. He or she should be given the necessary top management support and staffing to execute the assignment. His or her identity should



trained to insure elimination of bias in all personnel actions.

(2) The contractor shall observe the requirements of the OFCCP Uniform Guidelines on Employee Selection Procedures.

(3) Selection techniques other than tests may also be improperly used so as to have the effect of discriminating against minority groups and women. Such techniques include but are not restricted to, unscored interviews, unscored or casual application forms, arrest records, credit checks, considerations of marital status or dependency or minor children. Where there exist data suggesting that such unfair discrimination or exclusion of minorities or women exists, the contractor should analyze his unscored procedures and eliminate them if they are not objectively valid.

(e) Suggested techniques to improve recruitment and increase the flow of minority or female applicants follow:

(1) Certain organizations such as the Urban League, Job Corps, Equal Opportunity Programs, Inc., Concentrated Employment programs, Neighborhood Youth Corps, Secondary Schools, Colleges, and City Colleges with high minority enrollment, the State Employment Service, specialized employment agencies, Aspira, LULAC, SER, the G.I. Forum, the Commonwealth of Puerto Rico are normally prepared to refer minority applicants. Organizations prepared to refer women with specific skills are: National Organization for Women, Welfare Rights organizations, Women's Equity Action League, Talent Bank from Business and Professional Women (including 26 women's organizations), Professional Women's Caucus, Intercollegiate Association of University Women, Negro Women's sororities and service groups such as Delta Sigma Theta, Alpha Kappa Alpha, and Zeta Phi Beta; National Council of Negro Women, American Association of University Women, YWCA, and sectarian groups such as Jewish Women's Groups, Catholic Women's Groups and Protestant Women's Groups, and women's colleges. In addition, community leaders as individuals shall be added to recruiting sources.

(2) Formal briefing sessions should be held, preferably on company premises, with representatives from these recruiting sources. Plant tours, presentations by minority and female employees, clear and concise explanations of current and future job openings, position descriptions, worker specifications, explanations of the company's selection process, and recruiting literature should be an integral part of the briefings. Formal arrangements should be made for referral of applicants, followup with sources, and feedback on disposition of applicants.

(3) Minority and female employees, using procedures similar to subparagraph (2) of this paragraph, should be actively encouraged to refer applicants.

(4) A special effort should be made to include minorities and women on the Personnel Relations staff.

(5) Minority and female employees should be made available for participation in Career Days, Youth Motivation Programs, and related activities in their communities.

(6) Active participation in "Job Fairs" is desirable. Company representative so participating should be given authority to make on-the-spot commitments.

(7) Active recruiting programs should be carried out at secondary schools, junior colleges, and colleges with predominant minority or female enrollments.

(8) Recruiting efforts at all schools should incorporate special efforts to reach minorities and women.

(9) Special employment programs should be undertaken whenever possible. Some possible programs are:

(i) Technical and nontechnical co-op programs with predominately Negro and women's colleges.

(ii) "After school" and/or work-study jobs for minority youths, male and female.

(iii) Summer jobs for underprivileged youth, male and female.

(iv) Summer work-study programs for male and female faculty members of the predominantly minority schools and colleges.

(v) Motivation, training and employment programs for the hardcore unemployed, male and female.

(10) When recruiting brochures pictorially present work situations, the minority and female members of the work force should be included, especially when such brochures are used in school and career programs.

(11) Help wanted advertising should be expanded to include the minority news media and women's interest media on a regular basis.

(f) The contractor should insure that minority and female employees are given equal opportunity for promotion. Suggestions for achieving this result include:

(1) Post or otherwise announce promotional opportunities.

(2) Make an inventory of current minority and female employees to determine academic, skill and experience level of individual employees.

(3) Initiate necessary remedial, job training and workstudy programs.

(4) Develop and implement formal employee evaluation programs.

(5) Make certain "worker specifications" have been validated on job performance related criteria. (Neither minority nor female employees should be required to possess higher qualifications than those of the lowest qualified incumbent.)

(6) When apparently qualified minority or female employees are passed over for upgrading, require supervisory personnel to submit written justification.

(7) Establish formal career counseling programs to include attitude development, education aid, job rotation, buddy system and similar programs.

(8) Review seniority practices and seniority clauses in union contracts to insure such practices or clauses are nondiscriminatory and do not have a discriminatory effect.

(g) Make certain facilities and company-sponsored social and recreation activities are desegregated. Actively encourage all employees to participate.

(h) Encourage child care, housing and transportation programs appropriately designed to improve the employment opportunities for minorities and women.

[43 FR 49249, Oct. 30, 1978; 43 FR 51401, Nov. 3, 1978]

§ 60-2.25 Internal audit and reporting systems.

(a) The contractor should monitor records of referrals, placements, transfers, promotions and terminations at all levels to insure nondiscriminatory policy is carried out.

(b) The contractor should require formal reports from unit managers on a schedule basis as to degree to which corporate or unit goals are attained and timetables met.

(c) The contractor should review report results with all levels of management.

(d) The contractor should advise top management of program effectiveness and submit recommendations to improve unsatisfactory performance.

§ 60-2.26 Support of action programs.

(a) The contractor should appoint key members of management to serve on merit employment councils, community relations boards and similar organizations.

(b) The contractor should encourage minority and female employees to participate actively in National Alliance of Businessmen programs for youth motivation.

(c) The contractor should support vocational guidance institutes, vestibule training programs and similar activities.

(d) The contractor should assist secondary schools and colleges in programs designed to enable minority and female graduates of these institutions to compete in the open employment market on a more equitable basis.

(e) The contractor should publicize achievements of minority and female employees in local and minority news media.

(f) The contractor should support programs developed by such organizations as National Alliance of Businessmen, the Urban Coalition and other organizations concerned with employment opportunities for minorities or women.

[43 FR 49249, Oct. 30, 1978; 43 FR 51401, Nov. 3, 1978]



## Subpart D—Miscellaneous

## § 60-2.30 Use of goals.

The purpose of a contractor's establishment and use of goals is to insure that it meet its affirmative action obligation. It is not intended and should not be used to discriminate against any applicant or employee because of race, color, religion, sex, or national origin.

[43 FR 49249, Oct. 30, 1978; 43 FR 51401, Nov. 3, 1978]

## § 60-2.31 Preemption.

To the extent that any State or local laws, regulations or ordinances, including those which grant special benefits to persons on account of sex, are in conflict with Executive Order 11246, as amended, or with the requirements of this part, we will regard them as preempted under the Executive order.

## § 60-2.32 Supersedure.

All orders, instructions, regulations, and memoranda of the Secretary of Labor, other officials of the Department of Labor and contracting agencies are hereby superseded to the extent that they are inconsistent herewith, including a previous "Order No. 4" from this office dated January 30, 1970. Nothing in this part is intended to amend 41 CFR Part 60-3 or 41 CFR 60-20.

## PART 60-3—UNIFORM GUIDELINES ON EMPLOYEE SELECTION PROCEDURES (1978)

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## DEFINITIONS

## § 60-3.16 Definitions

## APPENDIX

## § 60-3.17 Policy statement on affirmative action (see section 13B)

## § 60-3.18 Citations

**AUTHORITY:** Secs. 201, 202, 203, 203(a), 205, 206(a), 301, 303(b), and 403(b) of E.O. 11246; as amended by sec. 715 of Civil Rights Act of 1964, as amended (42 U.S.C. 2000(e)-14).

**SOURCE:** 43 FR 38295, 38314, August 25, 1978.

## GENERAL PRINCIPLES

## § 60-3.1 Statement of purpose.

A. *Need for uniformity—Issuing agencies.* The Federal government's need for a uniform set of principles on the question of the use of tests and other selection procedures has long been recognized. The Equal Employment Opportunity Commission, the Civil Service Commission, the Department of Labor, and the Department of Justice jointly have adopted these uniform guidelines to meet that need, and to apply the same principles to the Federal Government as are applied to other employers.

B. *Purpose of guidelines.* These guidelines incorporate a single set of principles which are designed to assist employers, labor organizations, employment agencies, and licensing and certification boards to comply with requirements of Federal law prohibiting employment practices which discriminate on grounds of race, color, religion, sex, and national origin. They are designed to provide a framework for determining the proper use of tests and other selection procedures. These guidelines do not require a user to conduct validity studies of selection procedures where no adverse impact results. However, all users are encouraged to use selection procedures which are valid, especially users operating under merit principles.

C. *Relation to prior guidelines.* These guidelines are based upon and supersede previously issued guidelines on employee selection procedures. These guidelines have been built upon court decisions, the previously issued

guidelines of the agencies, and the practical experience of the agencies, as well as the standards of the psychological profession. These guidelines are intended to be consistent with existing law.

## § 60-3.2 Scope.

A. *Application of guidelines.* These guidelines will be applied by the Equal Employment Opportunity Commission in the enforcement of title VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972 (hereinafter "Title VII"); by the Department of Labor, and the contract compliance agencies until the transfer of authority contemplated by the President's Reorganization Plan No. 1 of 1978, in the administration and enforcement of Executive Order 11246, as amended by Executive Order 11375 (hereinafter "Executive Order 11246"); by the Civil Service Commission and other Federal agencies subject to section 717 of Title VII; by the Civil Service Commission in exercising its responsibilities toward State and local governments under section 208(b)(1) of the Intergovernmental Personnel Act; by the Department of Justice in exercising its responsibilities under Federal law; by the Office of Revenue Sharing of the Department of the Treasury under the State and Local Fiscal Assistance Act of 1972, as amended; and by any other Federal agency which adopts them.

B. *Employment decisions.* These guidelines apply to tests and other selection procedures which are used as a basis for any employment decision. Employment decisions include but are not limited to hiring, promotion, demotion, membership (for example, in a labor organization), referral, retention, and licensing and certification, to the extent that licensing and certification may be covered by Federal equal employment opportunity law. Other selection decisions, such as selection for training or transfer, may also be considered employment decisions if they lead to any of the decisions listed above.

C. *Selection procedures.* These guidelines apply only to selection procedures

which are used as a basis for making employment decisions. For example, the use of recruiting procedures designed to attract members of a particular race, sex, or ethnic group, which were previously denied employment opportunities or which are currently underutilized, may be necessary to bring an employer into compliance with Federal law, and is frequently an essential element of any effective affirmative action program; but recruitment practices are not considered by these guidelines to be selection procedures. Similarly, these guidelines do not pertain to the question of the lawfulness of a seniority system within the meaning of section 703(h), Executive Order 11246 or other provisions of Federal law or regulation, except to the extent that such systems utilize selection procedures to determine qualifications or abilities to perform the job. Nothing in these guidelines is intended or should be interpreted as discouraging the use of a selection procedure for the purpose of determining qualifications or for the purpose of selection on the basis of relative qualifications, if the selection procedure had been validated in accord with these guidelines for each such purpose for which it is to be used.

D. *Limitations.* These guidelines apply only to persons subject to Title VII, Executive Order 11246, or other equal employment opportunity requirements of Federal law. These guidelines do not apply to responsibilities under the Age Discrimination in Employment Act of 1967, as amended, not to discriminate on the basis of age, or under sections 501, 503, and 504 of the Rehabilitation Act of 1973, not to discriminate on the basis of handicap.

E. *Indian preference not affected.* These guidelines do not restrict any obligation imposed or right granted by Federal law to users to extend a preference in employment to Indians living on or near an Indian reservation in connection with employment opportunities on or near an Indian reservation.

§ 60-3.3 Discrimination defined: Relationship between use of selection procedures and discrimination.

A. *Procedure having adverse impact constitutes discrimination unless justified.* The use of any selection procedure which has an adverse impact on the hiring, promotion, or other employment or membership opportunities of members of any race, sex, or ethnic group will be considered to be discriminatory and inconsistent with these guidelines, unless the procedure has been validated in accordance with these guidelines, or the provisions of section 6 of this part are satisfied.

B. *Consideration of suitable alternative selection procedures.* Where two or more selection procedures are available which serve the user's legitimate interest in efficient and trustworthy workmanship, and which are substantially equally valid for a given purpose, the user should use the procedure which has been demonstrated to have the lesser adverse impact. Accordingly, whenever a validity study is called for by these guidelines, the user should include, as a part of the validity study, an investigation of suitable alternative selection procedures and suitable alternative methods of using the selection procedure which have as little adverse impact as possible, to determine the appropriateness of using or validating them in accord with these guidelines. If a user has made a reasonable effort to become aware of such alternative procedures and validity has been demonstrated in accord with these guidelines, the use of the test or other selection procedure may continue until such time as it should reasonably be reviewed for currency. Whenever the user is shown an alternative selection procedure with evidence of less adverse impact and substantial evidence of validity for the same job in similar circumstances, the user should investigate it to determine the appropriateness of using or validating it in accord with these guidelines. This subsection is not intended to preclude the combination of procedures into a significantly more valid procedure, if the use of such a combination has been shown to be in compliance with the guidelines.



## § 60-3.1 Information on impact.

A. *Records concerning impact.* Each user should maintain and have available for inspection records or other information which will disclose the impact which its tests and other selection procedures have upon employment opportunities of persons by identifiable race, sex, or ethnic group as set forth in subparagraph B of this section in order to determine compliance with these guidelines. Where there are large numbers of applicants and procedures are administered frequently, such information may be retained on a sample basis, provided that the sample is appropriate in terms of the applicant population and adequate in size.

B. *Applicable race, sex, and ethnic groups for recordkeeping.* The records called for by this section are to be maintained by sex, and the following races and ethnic groups: Blacks (Negroes), American Indians (including Alaskan Natives), Asians (including Pacific Islanders), Hispanic (including persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish origin or culture regardless of race), whites (Caucasians) other than Hispanic, and totals. The race, sex, and ethnic classifications called for by this section are consistent with the Equal Employment Opportunity Standard Form 100, Employer Information Report EEO-1 series of reports. The user should adopt safeguards to insure that the records required by this paragraph are used for appropriate purposes such as determining adverse impact, or (where required) for developing and monitoring affirmative action programs, and that such records are not used improperly. See sections 4E and 17(4), of this part.

C. *Evaluation of selection rates.* The "bottom line." If the information called for by sections 4A and B of this section shows that the total selection process for a job has an adverse impact, the individual components of the selection process should be evaluated for adverse impact. If this information shows that the total selection process does not have an adverse impact, the Federal enforcement agencies, in the exercise of their administrative and prosecutorial discretion, in

usual circumstances, will not expect a user to evaluate the individual components for adverse impact, or to validate such individual components, and will not take enforcement action based upon adverse impact of any component of that process, including the separate parts of a multipart selection procedure or any separate procedure that is used as an alternative method of selection. However, in the following circumstances the Federal enforcement agencies will expect a user to evaluate the individual components for adverse impact and may, where appropriate, take enforcement action with respect to the individual components: (1) where the selection procedure is a significant factor in the continuation of patterns of assignments of incumbent employees caused by prior discriminatory employment practices, (2) where the weight of court decisions or administrative interpretations hold that a specific procedure (such as height or weight requirements or no-arrest records) is not job related in the same or similar circumstances. In unusual circumstances, other than those listed in paragraphs (1) and (2) of this section, the Federal enforcement agencies may request a user to evaluate the individual components for adverse impact and may, where appropriate, take enforcement action with respect to the individual component.

D. *Adverse impact and the "four-fifths rule."* A selection rate for any race, sex, or ethnic group which is less than four-fifths (4/5) (or eighty percent) of the rate for the group with the highest rate will generally be regarded by the Federal enforcement agencies as evidence of adverse impact, while a greater than four-fifths rate will generally not be regarded by Federal enforcement agencies as evidence of adverse impact. Smaller differences in selection rate may nevertheless constitute adverse impact, where they are significant in both statistical and practical terms or where a user's actions have discouraged applicants disproportionately on grounds of race, sex, or ethnic group. Greater differences in selection rate may not constitute adverse impact where the differences are based on small numbers and are not

statistically significant, or where special recruiting or other programs cause the pool of minority or female candidates to be atypical of the normal pool of applicants from that group. Where the user's evidence concerning the impact of a selection procedure indicates adverse impact but is based upon numbers which are too small to be reliable, evidence concerning the impact of the procedure over a longer period of time and/or evidence concerning the impact which the selection procedure had when used in the same manner in similar circumstances elsewhere may be considered in determining adverse impact. Where the user has not maintained data on adverse impact as required by the documentation section of applicable guidelines, the Federal enforcement agencies may draw an inference of adverse impact of the selection process from the failure of the user to maintain such data, if the user has an underutilization of a group in the job category, as compared to the group's representation in the relevant labor market or, in the case of jobs filled from within, the applicable work force.

E. *Consideration of user's equal employment opportunity posture.* In carrying out their obligations, the Federal enforcement agencies will consider the general posture of the user with respect to equal employment opportunity for the job or group of jobs in question. Where a user has adopted an affirmative action program, the Federal enforcement agencies will consider the provisions of that program, including the goals and timetables which the user has adopted and the progress which the user has made in carrying out that program and in meeting the goals and timetables. While such affirmative action programs may in design and execution be race, color, sex, or ethnic conscious, selection procedures under such programs should be based upon the ability or relative ability to do the work.

## § 60-3.5 General standards for validity studies.

A. *Acceptable types of validity studies.* For the purposes of satisfying these guidelines, users may rely upon criterion-related validity studies, con-

tent validity studies or construct validity studies, in accordance with the standards set forth in the technical standards of these guidelines, section 14 of this part. New strategies for showing the validity of selection procedures will be evaluated as they become accepted by the psychological profession.

B. *Criterion-related, content, and construct validity.* Evidence of the validity of a test or other selection procedure by a criterion-related validity study should consist of empirical data demonstrating that the selection procedure is predictive of or significantly correlated with important elements of job performance. See 14B of this part. Evidence of the validity of a test or other selection procedure by a content validity study should consist of data showing that the content of the selection procedure is representative of important aspects of performance on the job for which the candidates are to be evaluated. See 14C of this part. Evidence of the validity of a test or other selection procedure through a construct validity study should consist of data showing that the procedure measures the degree to which candidates have identifiable characteristics which have been determined to be important in successful performance in the job for which the candidates are to be evaluated. See section 14D of this part.

C. *Guidelines are consistent with professional standards.* The provisions of these guidelines relating to validation of selection procedures are intended to be consistent with generally accepted professional standards for evaluating standardized tests and other selection procedures, such as those described in the Standards for Educational and Psychological Tests prepared by a joint committee of the American Psychological Association, the American Educational Research Association, and the National Council on Measurement in Education (American Psychological Association, Washington, D.C., 1974) (hereinafter "A.P.A. Standards") and standard textbooks and journals in the field of personnel selection.

D. *Need for documentation of validity.* For any selection procedure which



is part of a selection process which has an adverse impact and which selection procedure has an adverse impact, each user should maintain and have available such documentation as is described in section 15 of this part.

**E. Accuracy and standardization.** Validity studies should be carried out under conditions which assure insofar as possible the adequacy and accuracy of the research and the report. Selection procedures should be administered and scored under standardized conditions.

**F. Caution against selection on basis of knowledges, skills, or ability learned in brief orientation period.** In general, users should avoid making employment decisions on the basis of measures of knowledges, skills, or abilities which are normally learned in a brief orientation period, and which have an adverse impact.

**G. Method of use of selection procedures.** The evidence of both the validity and utility of a selection procedure should support the method the user chooses for operational use of the procedure. If that method of use has a greater adverse impact than another method of use. Evidence which may be sufficient to support the use of a selection procedure on a pass/fail (screening) basis may be insufficient to support the use of the same procedure on a ranking basis under these guidelines. Thus, if a user decides to use a selection procedure on a ranking basis, and that method of use has a greater adverse impact than use on an appropriate pass/fail basis (see section 5H of this section), the user should have sufficient evidence of validity and utility to support the use on a ranking basis. See sections 3B, 14B (5) and (6), and 14C (8) and (9).

**H. Cutoff scores.** Where cutoff scores are used, they should normally be set so as to be reasonable and consistent with normal expectations of acceptable proficiency within the work force. Where applicants are ranked on the basis of properly validated selection procedures and those applicants scoring below a higher cutoff score than appropriate in light of such expectations have little or no chance of being selected for employment, the higher cutoff score may be appropriate, but

the degree of adverse impact should be considered.

**1. Use of selection procedures for higher level jobs.** If job progression structures are so established that employees will probably, within a reasonable period of time and in a majority of cases, progress to a higher level, it may be considered that the applicants are being evaluated for a job or jobs at the higher level. However, where job progression is not so nearly automatic, or the time span is such that higher level jobs or employees' potential may be expected to change in significant ways, it should be considered that applicants are being evaluated for a job at or near the entry level. A "reasonable period of time" will vary for different jobs and employment situations but will seldom be more than 5 years. Use of selection procedures to evaluate applicants for a higher level job would not be appropriate:

(1) If the majority of those remaining employed do not progress to the higher level job;

(2) If there is a reason to doubt that the higher level job will continue to require essentially similar skills during the progression period; or

(3) If the selection procedures measure knowledges, skills, or abilities required for advancement which would be expected to develop principally from the training or experience on the job.

**J. Interim use of selection procedures.** Users may continue the use of a selection procedure which is not at the moment fully supported by the required evidence of validity, provided: (1) The user has available substantial evidence of validity, and (2) the user has in progress, when technically feasible, a study which is designed to produce the additional evidence required by these guidelines within a reasonable time. If such a study is not technically feasible, see section 6B. If the study does not demonstrate validity, this provision of these guidelines for interim use shall not constitute a defense in any action, nor shall it relieve the user of any obligations arising under Federal law.

**K. Review of validity studies for currency.** Whenever validity has been shown in accord with these guidelines

for the use of a particular selection procedure for a job or group of jobs, additional studies need not be performed until such time as the validity study is subject to review as provided in section 3B of this part. There are no absolutes in the area of determining the currency of a validity study. All circumstances concerning the study, including the validation strategy used, and changes in the relevant labor market and the job should be considered in the determination of when a validity study is outdated.

**§ 60-3.6 Use of selection procedures which have not been validated.**

**A. Use of alternate selection procedures to eliminate adverse impact.** A user may choose to utilize alternative selection procedures in order to eliminate adverse impact or as part of an affirmative action program. See section 13 of this part. Such alternative procedures should eliminate the adverse impact in the total selection process, should be lawful and should be as job related as possible.

**B. Where validity studies cannot or need not be performed.** There are circumstances in which a user cannot or need not utilize the validation techniques contemplated by these guidelines. In such circumstances, the user should utilize selection procedures which are as job related as possible and which will minimize or eliminate adverse impact, as set forth below.

(1) **Where informal or unscored procedures are used.** When an informal or unscored selection procedure which has an adverse impact is utilized, the user should eliminate the adverse impact, or modify the procedure to one which is a formal, scored or quantified measure or combination of measures and then validate the procedure in accord with these guidelines, or otherwise justify continued use of the procedure in accord with Federal law.

(2) **Where formal and scored procedures are used.** When a formal and scored selection procedure is used which has an adverse impact, the validation techniques contemplated by these guidelines usually should be followed if technically feasible. Where the user cannot or need not follow the

validation techniques anticipated by these guidelines, the user should either modify the procedure to eliminate adverse impact or otherwise justify continued use of the procedure in accord with Federal law.

**§ 60-3.7 Use of other validity studies.**

**A. Validity studies not conducted by the user.** Users may, under certain circumstances, support the use of selection procedures by validity studies conducted by other users or conducted by test publishers or distributors and described in test manuals. While publishers of selection procedures have a professional obligation to provide evidence of validity which meets generally accepted professional standards (see section 5C of this part), users are cautioned that they are responsible for compliance with these guidelines. Accordingly, users seeking to obtain selection procedures from publishers and distributors should be careful to determine that, in the event the user becomes subject to the validity requirements of these guidelines, the necessary information to support validity has been determined and will be made available to the user.

**B. Use of criterion-related validity evidence from other sources.** Criterion-related validity studies conducted by one test user, or described in test manuals and the professional literature, will be considered acceptable for use by another user when the following requirements are met:

(1) **Validity evidence.** Evidence from the available studies meeting the standards of section 14B of this part clearly demonstrates that the selection procedure is valid;

(2) **Job similarity.** The incumbents in the user's job and the incumbents in the job or group of jobs on which the validity study was conducted perform substantially the same major work behaviors, as shown by appropriate job analyses both on the job or group of jobs on which the validity study was performed and on the job for which the selection procedure is to be used; and

(3) **Fairness evidence.** The studies include a study of test fairness for each race, sex, and ethnic group which con-



## TECHNICAL STANDARDS

## § 60-3.14 Technical standards for validity studies.

The following minimum standards, as applicable, should be met in conducting a validity study. Nothing in these guidelines is intended to preclude the development and use of other professionally acceptable techniques with respect to validation of selection procedures. Where it is not technically feasible for a user to conduct a validity study, the user has the obligation otherwise to comply with these guidelines. See sections 6 and 7 of this part.

A. *Validity studies should be based on review of information about the job.* Any validity study should be based upon a review of information about the job for which the selection procedure is to be used. The review should include a job analysis except as provided in section 14B(3) of this section with respect to criterion-related validity. Any method of job analysis may be used if it provides the information required for the specific validation strategy used.

B. *Technical standards for criterion-related validity studies—(1) Technical feasibility.* Users choosing to validate a selection procedure by a criterion-related validity strategy should determine whether it is technically feasible (as defined in section 16) to conduct such a study in the particular employment context. The determination of the number of persons necessary to permit the conduct of a meaningful criterion-related study should be made by the user on the basis of all relevant information concerning the selection procedure, the potential sample and the employment situation. Where appropriate, jobs with substantially the same major work behaviors may be grouped together for validity studies, in order to obtain an adequate sample. These guidelines do not require a user to hire or promote persons for the purpose of making it possible to conduct a criterion-related study.

(2) *Analysis of the job.* There should be a review of job information to determine measures of work behavior(s) or performance that are relevant to the job or group of jobs in question.

These measures or criteria are relevant to the extent that they represent critical or important job duties, work behaviors or work outcomes as developed from the review of job information. The possibility of bias should be considered both in selection of the criterion measures and their application. In view of the possibility of bias in subjective evaluations, supervisory rating techniques and instructions to raters should be carefully developed. All criterion measures and the methods for gathering data need to be examined for freedom from factors which would unfairly alter scores of members of any group. The relevance of criteria and their freedom from bias are of particular concern when there are significant differences in measures of job performance for different groups.

(3) *Criterion measures.* Proper safeguards should be taken to insure that scores on selection procedures do not enter into any judgments of employee adequacy that are to be used as criterion measures. Whatever criteria are used should represent important or critical work behavior(s) or work outcomes. Certain criteria may be used without a full job analysis if the user can show the importance of the criteria to the particular employment context. These criteria include but are not limited to production rate, error rate, tardiness, absenteeism, and length of service. A standardized rating of overall work performance may be used where a study of the job shows that it is an appropriate criterion. Where performance in training is used as a criterion, success in training should be properly measured and the relevance of the training should be shown either through a comparison of the content of the training program with the critical or important work behavior(s) of the job(s), or through a demonstration of the relationship between measures of performance in training and measures of job performance. Measures of relative success in training include but are not limited to instructor evaluations, performance samples, or tests. Criterion measures consisting of paper and pencil tests will be closely reviewed for job relevance.

(4) *Representativeness of the sample.* Whether the study is predictive or concurrent, the sample subjects should insofar as feasible be representative of the candidates normally available in the relevant labor market for the job or group of jobs in question, and should insofar as feasible include the races, sexes, and ethnic groups normally available in the relevant job market. In determining the representativeness of the sample in a concurrent validity study, the user should take into account the extent to which the specific knowledges or skills which are the primary focus of the test are those which employees learn on the job.

Where samples are combined or compared, attention should be given to see that such samples are comparable in terms of the actual job they perform, the length of time on the job where time on the job is likely to affect performance, and other relevant factors likely to affect validity differences; or that these factors are included in the design of the study and their effects identified.

(5) *Statistical relationships.* The degree of relationship between selection procedure scores and criterion measures should be examined and computed, using professionally acceptable statistical procedures. Generally, a selection procedure is considered related to the criterion, for the purposes of these guidelines, when the relationship between performance on the procedure and performance on the criterion measure is statistically significant at the 0.05 level of significance, which means that it is sufficiently high as to have a probability of no more than one (1) in twenty (20) to have occurred by chance. Absence of a statistically significant relationship between a selection procedure and job performance should not necessarily discourage other investigations of the validity of that selection procedure.

(6) *Operational use of selection procedures.* Users should evaluate each selection procedure to assure that it is appropriate for operational use, including establishment of cutoff scores or rank ordering. Generally, if other factors remain the same, the greater the magnitude of the relationship

(e.g., correlation coefficient) between performance on a selection procedure and one or more criteria of performance on the job, and the greater the importance and number of aspects of job performance covered by the criteria, the more likely it is that the procedure will be appropriate for use. Reliance upon a selection procedure which is significantly related to a criterion measure, but which is based upon a study involving a large number of subjects and has a low correlation coefficient will be subject to close review if it has a large adverse impact. Sole reliance upon a single selection instrument which is related to only one of many job duties or aspects of job performance will also be subject to close review. The appropriateness of a selection procedure is best evaluated in each particular situation and there are no minimum correlation coefficients applicable to all employment situations. In determining whether a selection procedure is appropriate for operational use the following considerations should also be taken into account: The degree of adverse impact of the procedure, the availability of other selection procedures of greater or substantially equal validity.

(7) *Overstatement of validity findings.* Users should avoid reliance upon techniques which tend to overestimate validity findings as a result of capitalization on chance unless an appropriate safeguard is taken. Reliance upon a few selection procedures or criteria of successful job performance when many selection procedures or criteria of performance have been studied, or the use of optimal statistical weights for selection procedures computed in one sample, are techniques which tend to inflate validity estimates as a result of chance. Use of a large sample is one safeguard; cross-validation is another.

(8) *Fairness.* This section generally calls for studies of unfairness where technically feasible. The concept of fairness or unfairness of selection procedures is a developing concept. In addition, fairness studies generally require substantial numbers of employees in the job or group of jobs being studied. For these reasons, the Federal enforcement agencies recognize that the obligation to conduct studies of



fairness imposed by the guidelines generally will be upon users or groups of users with a large number of persons in a job class, or test developers; and that small users utilizing their own selection procedures will generally not be obligated to conduct such studies because it will be technically infeasible for them to do so.

(a) *Unfairness defined.* When members of one race, sex, or ethnic group characteristically obtain lower scores on a selection procedure than members of another group, and the differences in scores are not reflected in differences in a measure of job performance, use of the selection procedure may unfairly deny opportunities to members of the group that obtains the lower scores.

(b) *Investigation of fairness.* Where a selection procedure results in an adverse impact on a race, sex, or ethnic group identified in accordance with the classifications set forth in section 4 of this part and that group is a significant factor in the relevant labor market, the user generally should investigate the possible existence of unfairness for that group if it is technically feasible to do so. The greater the severity of the adverse impact on a group, the greater the need to investigate the possible existence of unfairness. Where the weight of evidence from other studies shows that the selection procedure predicts fairly for the group in question and for the same or similar jobs, such evidence may be relied on in connection with the selection procedure at issue.

(c) *General considerations in fairness investigations.* Users conducting a study of fairness should review the A.P.A. Standards regarding investigation of possible bias in testing. An investigation of fairness of a selection procedure depends on both evidence of validity and the manner in which the selection procedure is to be used in a particular employment context. Fairness of a selection procedure cannot necessarily be specified in advance without investigating these factors. Investigation of fairness of a selection procedure in samples where the range of scores on selection procedures or criterion measures is severely restricted for any subgroup sample (as com-

pared to other subgroup samples) may produce misleading evidence of unfairness. That factor should accordingly be taken into account in conducting such studies and before reliance is placed on the results.

(d) *When unfairness is shown.* If unfairness is demonstrated through a showing that members of a particular group perform better or poorer on the job than their scores on the selection procedure would indicate through comparison with how members of other groups perform, the user may either revise or replace the selection instrument in accordance with these guidelines, or may continue to use the selection instrument operationally with appropriate revisions in its use to assure compatibility between the probability of successful job performance and the probability of being selected.

(e) *Technical feasibility of fairness studies.* In addition to the general conditions needed for technical feasibility for the conduct of a criterion-related study (see section 16, below) an investigation of fairness requires the following:

(1) An adequate sample of persons in each group available for the study to achieve findings of statistical significance. Guidelines do not require a user to hire or promote persons on the basis of group classifications for the purpose of making it possible to conduct a study of fairness; but the user has the obligation otherwise to comply with these guidelines.

(2) The samples for each group should be comparable in terms of the actual job they perform, length of time on the job where time on the job is likely to affect performance, and other relevant factors likely to affect validity differences; or such factors should be included in the design of the study and their effects identified.

(f) *Continued use of selection procedures when fairness studies not feasible.* If a study of fairness should otherwise be performed, but is not technically feasible, a selection procedure may be used which has otherwise met the validity standards of these guidelines, unless the technical infeasibility resulted from discriminatory employment practices which are demonstrated by facts other than past failure to

conform with requirements for validation of selection procedures. However, when it becomes technically feasible for the user to perform a study of fairness and such a study is otherwise called for, the user should conduct the study of fairness.

C. *Technical standards for content validity studies.*—(1) *Appropriateness of content validity studies.* Users choosing to validate a selection procedure by a content validity strategy should determine whether it is appropriate to conduct such a study in the particular employment context. A selection procedure can be supported by a content validity strategy to the extent that it is a representative sample of the content of the job. Selection procedures which purport to measure knowledge, skills, or abilities may in certain circumstances be justified by content validity, although they may not be representative samples, if the knowledge, skill, or ability measured by the selection procedure can be operationally defined as provided in paragraph 14C(4) of this section, and if that knowledge, skill, or ability is a necessary prerequisite to successful job performance.

A selection procedure based upon inferences about mental processes cannot be supported solely or primarily on the basis of content validity. Thus, a content strategy is not appropriate for demonstrating the validity of selection procedures which purport to measure traits or constructs, such as intelligence, aptitude, personality, commonsense, judgment, leadership, and spatial ability. Content validity is also not an appropriate strategy when the selection procedure involves knowledge, skills, or abilities which an employee will be expected to learn on the job.

(2) *Job analysis for content validity.* There should be a job analysis which includes an analysis of the important work behavior(s) required for successful performance and their relative importance and, if the behavior results in work product(s), an analysis of the work product(s). Any job analysis should focus on the work behavior(s) and the tasks associated with them. If work behavior(s) are not observable, the job analysis should identify and

analyze those aspects of the behavior(s) that can be observed and the observed work products. The work behavior(s) selected for measurement should be critical work behavior(s) and/or important work behavior(s) constituting most of the job.

(3) *Development of selection procedures.* A selection procedure designed to measure the work behavior may be developed specifically from the job and job analysis in question, or may have been previously developed by the user, or by other users or by a test publisher.

(4) *Standards for demonstrating content validity.* To demonstrate the content validity of a selection procedure, a user should show that the behavior(s) demonstrated in the selection procedure are a representative sample of the behavior(s) of the job in question or that the selection procedure provides a representative sample of the work product of the job. In the case of a selection procedure measuring a knowledge, skill, or ability, the knowledge, skill, or ability being measured should be operationally defined. In the case of a selection procedure measuring a knowledge, the knowledge being measured should be operationally defined as that body of learned information which is used in and is a necessary prerequisite for observable aspects of work behavior of the job. In the case of skills or abilities, the skill or ability being measured should be operationally defined in terms of observable aspects of work behavior of the job. For any selection procedure measuring a knowledge, skill, or ability the user should show that (a) the selection procedure measures and is a representative sample of that knowledge, skill, or ability; and (b) that knowledge, skill, or ability is used in and is a necessary prerequisite to performance of critical or important work behavior(s). In addition, to be content valid, a selection procedure measuring a skill or ability should either closely approximate an observable work behavior, or its product should closely approximate an observable work product. If a test purports to sample a work behavior or to provide a sample of a work product, the manner and setting of the selection procedure and



its level and complexity should closely approximate the work situation. The closer the content and the context of the selection procedure are to work samples or work behaviors, the stronger is the basis for showing content validity. As the content of the selection procedure less resembles a work behavior, or the setting and manner of the administration of the selection procedure less resemble the work situation, or the result less resembles a work product, the less likely the selection procedure is to be content valid, and the greater the need for other evidence of validity.

(5) *Reliability.* The reliability of selection procedures justified on the basis of content validity should be a matter of concern to the user. Whenever it is feasible, appropriate statistical estimates should be made of the reliability of the selection procedure.

(6) *Prior training or experience.* A requirement for or evaluation of specific prior training or experience based on content validity, including a specification of level or amount of training or experience, should be justified on the basis of the relationship between the content of the training or experience and the content of the job for which the training or experience is to be required or evaluated. The critical consideration is the resemblance between the specific behaviors, products, knowledges, skills, or abilities in the experience or training and the specific behaviors, products, knowledges, skills, or abilities required on the job, whether or not there is close resemblance between the experience or training as a whole and the job as a whole.

(7) *Content validity of training success.* Where a measure of success in a training program is used as a selection procedure and the content of a training program is justified on the basis of content validity, the use should be justified on the relationship between the content of the training program and the content of the job.

(8) *Operational use.* A selection procedure which is supported on the basis of content validity may be used for a job if it represents a critical work behavior (i.e., a behavior which is necessary for performance of the job) or

work behaviors which constitute most of the important parts of the job.

(9) *Ranking based on content validity studies.* If a user can show, by a job analysis or otherwise, that a higher score on a content valid selection procedure is likely to result in better job performance, the results may be used to rank persons who score above minimum levels. Where a selection procedure supported solely or primarily by content validity is used to rank job candidates, the selection procedure should measure those aspects of performance which differentiate among levels of job performance.

D. *Technical standards for construct validity studies.*—(1) *Appropriateness of construct validity studies.* Construct validity is a more complex strategy than either criterion-related or content validity. Construct validation is a relatively new and developing procedure in the employment field, and there is at present a lack of substantial literature extending the concept to employment practices. The user should be aware that the effort to obtain sufficient empirical support for construct validity is both an extensive and arduous effort involving a series of research studies, which include criterion related validity studies and which may include content validity studies. Users choosing to justify use of a selection procedure by this strategy should therefore take particular care to assure that the validity study meets the standards set forth below.

(2) *Job analysis for construct validity studies.* There should be a job analysis. This job analysis should show the work behavior(s) required for successful performance of the job, or the groups of jobs being studied, the critical or important work behavior(s) in the job or group of jobs being studied, and an identification of the construct(s) believed to underlie successful performance of these critical or important work behaviors in the job or jobs in question. Each construct should be named and defined, so as to distinguish it from other constructs. If a group of jobs is being studied the jobs should have in common one or more critical or important work behaviors at a comparable level of complexity.

(3) *Relationship to the job.* A selection procedure should then be identified or developed which measures the construct identified in accord with subparagraph (2) of this section. The user should show by empirical evidence that the selection procedure is validly related to the construct and that the construct is validly related to the performance of critical or important work behavior(s). The relationship between the construct as measured by the selection procedure and the related work behavior(s) should be supported by empirical evidence from one or more criterion-related studies involving the job or jobs in question which satisfy the provisions of paragraph 14B of this section.

(4) *Use of construct validity study without new criterion-related evidence.*—(a) *Standards for use.* Until such time as professional literature provides more guidance on the use of construct validity in employment situations, the Federal agencies will accept a claim of construct validity without a criterion-related study which satisfies paragraph 14B of this section only when the selection procedure has been used elsewhere in a situation in which a criterion-related study has been conducted and the use of a criterion-related validity study in this context meets the standards for transportability of criterion-related validity studies as set forth above in section 7. However, if a study pertains to a number of jobs having common critical or important work behaviors at a comparable level of complexity, and the evidence satisfies subparagraphs 14B (2) and (3) of this section for those jobs with criterion-related validity evidence for those jobs, the selection procedure may be used for all the jobs to which the study pertains. If construct validity is to be generalized to other jobs or groups of jobs not in the group studied, the Federal enforcement agencies will expect at a minimum additional empirical research evidence meeting the standards of subparagraphs section 14B (2) and (3) of this section for the additional jobs or groups of jobs.

(b) *Determination of common work behaviors.* In determining whether two or more jobs have one or more

work behavior(s) in common, the user should compare the observed work behavior(s) in each of the jobs and should compare the observed work product(s) in each of the jobs. If neither the observed work behavior(s) in each of the jobs nor the observed work product(s) in each of the jobs are the same, the Federal enforcement agencies will presume that the work behavior(s) in each job are different. If the work behaviors are not observable, then evidence of similarity of work products and any other relevant research evidence will be considered in determining whether the work behavior(s) in the two jobs are the same.

#### DOCUMENTATION OF IMPACT AND VALIDITY EVIDENCE

§ 60-3.15 Documentation of impact and validity evidence.

A. *Required information.* Users of selection procedures other than those users complying with section 15A(1) of this section should maintain and have available for each job information on adverse impact of the selection process for that job and, where it is determined a selection process has an adverse impact, evidence of validity as set forth below.

(1) *Simplified recordkeeping for users with less than 100 employees.* In order to minimize recordkeeping burdens on employers who employ one hundred (100) or fewer employees, and other users not required to file EEO-1, et seq., reports, such users may satisfy the requirements of this section 15 if they maintain and have available records showing, for each year:

(a) The number of persons hired, promoted, and terminated for each job, by sex, and where appropriate by race and national origin;

(b) The number of applicants for hire and promotion by sex and where appropriate by race and national origin; and

(c) The selection procedures utilized (either standardized or not standardized).

These records should be maintained for each race or national origin group (see section 4 of this part) constituting



more than two percent (2%) of the labor force in the relevant labor area. However, it is not necessary to maintain records by race and/or national origin (see section 4 of this part) if one race or national origin group in the relevant labor area constitutes more than ninety-eight percent (98%) of the labor force in the area. If the user has reason to believe that a selection procedure has an adverse impact, the user should maintain any available evidence of validity for that procedure (see sections 7A and 8).

(2) *Information on impact*—(a) *Collection of information on impact.* Users of selection procedures other than those complying with section 15A(1) of this part should maintain and have available for each job records or other information showing whether the total selection process for that job has an adverse impact on any of the groups for which records are called for by section 4B of this part. Adverse impact determinations should be made at least annually for each such group which constitutes at least 2 percent of the labor force in the relevant labor area or 2 percent of the applicable workforce. Where a total selection process for a job has an adverse impact, the user should maintain and have available records or other information showing which components have an adverse impact. Where the total selection process for a job does not have an adverse impact, information need not be maintained for individual components except in circumstances set forth in subsection 15A(2)(b) of this section. If the determination of adverse impact is made using a procedure other than the "four-fifths rule," as defined in the first sentence of section 4D of this part, a justification, consistent with section 4D of this part, for the procedure used to determine adverse impact should be available.

(b) *When adverse impact has been eliminated in the total selection process.* Whenever the total selection process for a particular job has had an adverse impact, as defined in section 4 of this part, in any year, but no longer has an adverse impact, the user should maintain and have available the information on individual components of

the selection process required in the preceding paragraph for the period in which there was adverse impact. In addition, the user should continue to collect such information for at least two (2) years after the adverse impact has been eliminated.

(c) *When data insufficient to determine impact.* Where there has been an insufficient number of selections to determine whether there is an adverse impact of the total selection process for a particular job, the user should continue to collect, maintain and have available the information on individual components of the selection process required in paragraph 15A(2)(a) of this part until the information is sufficient to determine that the overall selection process does not have an adverse impact as defined in section 4 of this part, or until the job has changed substantially.

(3) *Documentation of validity evidence*—(a) *Types of evidence.* Where a total selection process has an adverse impact (see section 4 of this part) the user should maintain and have available for each component of that process which has an adverse impact, one or more of the following types of documentation evidence:

(i) Documentation evidence showing criterion-related validity of the selection procedure (see section 15B, of this section).

(ii) Documentation evidence showing content validity of the selection procedure (see section 15C, of this section).

(iii) Documentation evidence showing construct validity of the selection procedure (see section 15D, of this section).

(iv) Documentation evidence from other studies showing validity of the selection procedure in the user's facility (see section 15E, of this section).

(v) Documentation evidence showing why a validity study cannot or need not be performed and why continued use of the procedure is consistent with Federal law.

(b) *Form of report.* This evidence should be compiled in a reasonably complete and organized manner to permit direct evaluation of the validity of the selection procedure. Previously written employer or consultant reports of validity, or reports describing

validity studies completed before the issuance of these guidelines are acceptable if they are complete in regard to the documentation requirements contained in this section, or if they satisfied requirements of guidelines which were in effect when the validity study was completed. If they are not complete, the required additional documentation should be appended. If necessary information is not available the report of the validity study may still be used as documentation, but its adequacy will be evaluated in terms of compliance with the requirements of these guidelines.

(c) *Completeness.* In the event that evidence of validity is reviewed by an enforcement agency, the validation reports completed after the effective date of these guidelines are expected to contain the information set forth below. Evidence denoted by use of the word "(Essential)" is considered critical. If information denoted essential is not included, the report will be considered incomplete unless the user affirmatively demonstrates either its unavailability due to circumstances beyond the user's control or special circumstances of the user's study which make the information irrelevant. Evidence not so denoted is desirable but its absence will not be a basis for considering a report incomplete. The user should maintain and have available the information called for under the heading "Source Data" in sections 15B(11) and 15D(11). While it is a necessary part of the study, it need not be submitted with the report. All statistical results should be organized and presented in tabular or graphic form to the extent feasible.

B. *Criterion-related validity studies.* Reports of criterion-related validity for a selection procedure should include the following information:

(1) *User(s), location(s), and date(s) of study.* Dates and location(s) of the job analysis or review of job information, the date(s) and location(s) of the administration of the selection procedures and collection of criterion data, and the time between collection of data on selection procedures and criterion measures should be provided (Essential). If the study was conducted at several locations, the address of each

location, including city and State, should be shown.

(2) *Problem and setting.* An explicit definition of the purpose(s) of the study and the circumstances in which the study was conducted should be provided. A description of existing selection procedures and cutoff scores, if any, should be provided.

(3) *Job analysis or review of job information.* A description of the procedure used to analyze the job or group of jobs, or to review the job information should be provided (Essential). Where a review of job information results in criteria which may be used without a full job analysis (see section 14B(3)), the basis for the selection of these criteria should be reported (Essential). Where a job analysis is required a complete description of the work behavior(s) or work outcome(s), and measures of their criticality or importance should be provided (Essential). The report should describe the basis on which the behavior(s) or outcome(s) were determined to be critical or important, such as the proportion of time spent on the respective behaviors, their level of difficulty, their frequency of performance, the consequences of error, or other appropriate factors (Essential). Where two or more jobs are grouped for a validity study, the information called for in this subsection should be provided for each of the jobs, and the justification for the grouping (see section 14B(1)) should be provided (essential).

(4) *Job titles and codes.* It is desirable to provide the user's job title(s) for the job(s) in question and the corresponding job title(s) and code(s) from U.S. Employment Service's Dictionary of Occupational Titles.

(5) *Criterion measures.* The bases for the selection of the criterion measures should be provided, together with references to the evidence considered in making the selection of criterion measures (essential). A full description of all criteria on which data were collected and means by which they were observed, recorded, evaluated, and quantified, should be provided (essential). If rating techniques are used as criterion measures, the appraisal form(s) and instructions to the rater(s) should be included as part of



the validation evidence, or should be explicitly described and available (essential). All steps taken to insure that criterion measures are free from factors which would unfairly alter the scores of members of any group should be described (essential).

(6) *Sample description.* A description of how the research sample was identified and selected should be included (essential). The race, sex, and ethnic composition of the sample, including those groups set forth in section 4A of this part, should be described (essential). This description should include the size of each subgroup (essential). A description of how the research sample compares with the relevant labor market or work force, the method by which the relevant labor market or work force was defined, and a discussion of the likely effects on validity of differences between the sample and the relevant labor market or work force, are also desirable. Descriptions of educational levels, length of service, and age are also desirable.

(7) *Description of selection procedures.* Any measure, combination of measures, or procedure studied should be completely and explicitly described or attached (essential). If commercially available selection procedures are studied, they should be described by title, form, and publisher (essential). Reports of reliability estimates and how they were established are desirable.

(8) *Techniques and results.* Methods used in analyzing data should be described (essential). Measures of central tendency (e.g., means) and measures of dispersion (e.g., standard deviations and ranges) for all selection procedures and all criteria should be reported for each race, sex, and ethnic group which constitutes a significant factor in the relevant labor market (essential). The magnitude and direction of all relationships between selection procedures and criterion measures investigated should be reported for each relevant race, sex, and ethnic group and for the total group (essential). Where groups are too small to obtain reliable evidence of the magnitude of the relationship, need not be reported separately. Statements regarding the statistical significance of results

should be made (essential). Any statistical adjustments, such as for less than perfect reliability or for restriction of score range in the selection procedure or criterion should be described and explained; and uncorrected correlation coefficients should also be shown (essential). Where the statistical technique categorizes continuous data, such as biserial correlation and the phi coefficient, the categories and the bases on which they were determined should be described and explained (essential). Studies of test fairness should be included where called for by the requirements of section 14B(8) (essential). These studies should include the rationale by which a selection procedure was determined to be fair to the group(s) in question. Where test fairness or unfairness has been demonstrated on the basis of other studies, a bibliography of the relevant studies should be included (essential). If the bibliography includes unpublished studies, copies of these studies, or adequate abstracts or summaries, should be attached (essential). Where revisions have been made in a selection procedure to assure comparability between successful job performance and the probability of being selected, the studies underlying such revisions should be included (essential). All statistical results should be organized and presented by relevant race, sex, and ethnic group (essential).

(9) *Alternative procedures investigated.* The selection procedures investigated and available evidence of their impact should be identified (essential). The scope, method, and findings of the investigation, and the conclusions reached in light of the findings, should be fully described (essential).

(10) *Uses and applications.* The methods considered for use of the selection procedure (e.g., as a screening device with a cutoff score, for grouping or ranking, or combined with other procedures in a battery) and available evidence of their impact should be described (essential). This description should include the rationale for choosing the method for operational use, and the evidence of the validity and utility of the procedure as it is to be used (essential). The purpose for which the procedure is to be used (e.g.,

hiring, transfer, promotion) should be described (essential). If weights are assigned to different parts of the selection procedure, these weights and the validity of the weighted composite should be reported (essential). If the selection procedure is used with a cutoff score, the user should describe the way in which normal expectations of proficiency within the work force were determined and the way in which the cutoff score was determined (essential).

(11) *Source data.* Each user should maintain records showing all pertinent information about individual sample members and raters where they are used, in studies involving the validation of selection procedures. These records should be made available upon request of a compliance agency. In the case of individual sample members these data should include scores on the selection procedure(s), scores on criterion measures, age, sex, race, or ethnic group status, and experience on the specific job on which the validation study was conducted, and may also include such things as education, training, and prior job experience, but should not include names and social security numbers. Records should be maintained which show the ratings given to each sample member by each rater.

(12) *Contact person.* The name, mailing address, and telephone number of the person who may be contacted for further information about the validity study should be provided (essential).

(13) *Accuracy and completeness.* The report should describe the steps taken to assure the accuracy and completeness of the collection, analysis, and report of data and results.

C. *Content validity studies.* Reports of content validity for a selection procedure should include the following information:

(1) *User(s), location(s) and date(s) of study.* Dates and location(s) of the job analysis should be shown (essential).

(2) *Problem and setting.* An explicit definition of the purpose(s) of the study and the circumstances in which the study was conducted should be provided. A description of existing selection procedures and cutoff scores, if any, should be provided.

(3) *Job analysis—Content of the job.* A description of the method used to analyze the job should be provided (essential). The work behavior(s), the associated tasks, and, if the behavior results in a work product, the work products should be completely described (essential). Measures of criticality and/or importance of the work behavior(s) and the method of determining these measures should be provided (essential). Where the job analysis also identified the knowledges, skills, and abilities used in work behavior(s), an operational definition for each knowledge in terms of a body of learned information and for each skill and ability in terms of observable behaviors and outcomes, and the relationship between each knowledge, skill, or ability and each work behavior, as well as the method used to determine this relationship, should be provided (essential). The work situation should be described, including the setting in which work behavior(s) are performed, and where appropriate, the manner in which knowledges, skills, or abilities are used, and the complexity and difficulty of the knowledge, skill, or ability as used in the work behavior(s).

(4) *Selection procedure and its content.* Selection procedures, including those constructed by or for the user, specific training requirements, composites of selection procedures, and any other procedure supported by content validity, should be completely and explicitly described or attached (essential). If commercially available selection procedures are used, they should be described by title, form, and publisher (essential). The behaviors measured or sampled by the selection procedure should be explicitly described (essential). Where the selection procedure purports to measure a knowledge, skill, or ability, evidence that the selection procedure measures and is a representative sample of the knowledge, skill, or ability should be provided (essential).

(5) *Relationship between the selection procedure and the job.* The evidence demonstrating that the selection procedure is a representative work sample, a representative sample of the work behavior(s), or a repre-



sentative sample of a knowledge, skill, or ability as used as a part of a work behavior and necessary for that behavior should be provided (essential). The user should identify the work behavior(s) which each item or part of the selection procedure is intended to sample or measure (essential). Where the selection procedure purports to sample a work behavior or to provide a sample of a work product, a comparison should be provided of the manner, setting, and the level of complexity of the selection procedure with those of the work situation (essential). If any steps were taken to reduce adverse impact on a race, sex, or ethnic group in the content of the procedure or in its administration, these steps should be described. Establishment of time limits, if any, and how these limits are related to the speed with which duties must be performed on the job, should be explained. Measures of central tendency (e.g., means) and measures of dispersion (e.g., standard deviations) and estimates of reliability should be reported for all selection procedures if available. Such reports should be made for relevant race, sex, and ethnic subgroups, at least on a statistically reliable sample basis.

(6) *Alternative procedures investigated.* The alternative selection procedures investigated and available evidence of their impact should be identified (essential). The scope, method, and findings of the investigation, and the conclusions reached in light of the findings, should be fully described (essential).

(7) *Uses and applications.* The methods considered for use of the selection procedure (e.g., as a screening device with a cutoff score, for grouping or ranking, or combined with other procedures in a battery) and available evidence of their impact should be described (essential). This description should include the rationale for choosing the method for operational use, and the evidence of the validity and utility of the procedure as it is to be used (essential). The purpose for which the procedure is to be used (e.g., hiring, transfer, promotion) should be described (essential). If the selection procedure is used with a cutoff score, the user should describe the way in

which normal expectations of proficiency within the work force were determined and the way in which the cutoff score was determined (essential). In addition, if the selection procedure is to be used for ranking, the user should specify the evidence showing that a higher score on the selection procedure is likely to result in better job performance.

(8) *Contact person.* The name, mailing address, and telephone number of the person who may be contacted for further information about the validity study should be provided (essential).

(9) *Accuracy and completeness.* The report should describe the steps taken to assure the accuracy and completeness of the collection, analysis, and report of data and results.

D. *Construct validity studies.* Reports of construct validity for a selection procedure should include the following information:

(1) *User(s), location(s), and date(s) of study.* Date(s) and location(s) of the job analysis and the gathering of other evidence called for by these guidelines should be provided (essential).

(2) *Problem and setting.* An explicit definition of the purpose(s) of the study and the circumstances in which the study was conducted should be provided. A description of existing selection procedures and cutoff scores, if any, should be provided.

(3) *Construct definition.* A clear definition of the construct(s) which are believed to underlie successful performance of the critical or important work behavior(s) should be provided (essential). This definition should include the levels of construct performance relevant to the job(s) for which the selection procedure is to be used (essential). There should be a summary of the position of the construct in the psychological literature, or in the absence of such a position, a description of the way in which the definition and measurement of the construct was developed and the psychological theory underlying it (essential). Any quantitative data which identify or define the job constructs, such as factor analyses, should be provided (essential).

(4) *Job analysis.* A description of the method used to analyze the job should be provided (essential). A complete description of the work behavior(s) and, to the extent appropriate, work outcomes and measures of their criticality and/or importance should be provided (essential). The report should also describe the basis on which the behavior(s) or outcomes were determined to be important, such as their level of difficulty, their frequency of performance, the consequences of error or other appropriate factors (essential). Where jobs are grouped or compared for the purposes of generalizing validity evidence, the work behavior(s) and work product(s) for each of the jobs should be described, and conclusions concerning the similarity of the jobs in terms of observable work behaviors or work products should be made (essential).

(5) *Job titles and codes.* It is desirable to provide the selection procedure user's job title(s) for the job(s) in question and the corresponding job title(s) and code(s) from the United States Employment Service's dictionary of occupational titles.

(6) *Selection procedure.* The selection procedure used as a measure of the construct should be completely and explicitly described or attached (essential). If commercially available selection procedures are used, they should be identified by title, form and publisher (essential). The research evidence of the relationship between the selection procedure and the construct, such as factor structure, should be included (essential). Measures of central tendency, variability and reliability of the selection procedure should be provided (essential). Whenever feasible, these measures should be provided separately for each relevant race, sex and ethnic group.

(7) *Relationship to job performance.* The criterion-related study(ies) and other empirical evidence of the relationship between the construct measured by the selection procedure and the related work behavior(s) for the job or jobs in question should be provided (essential). Documentation of the criterion-related study(ies) should satisfy the provisions of paragraph 15B of this section or paragraph

15E(1) of this section, except for studies conducted prior to the effective date of these guidelines (essential). Where a study pertains to a group of jobs, and, on the basis of the study, validity is asserted for a job in the group, the observed work behaviors and the observed work products for each of the jobs should be described (essential). Any other evidence used in determining whether the work behavior(s) in each of the jobs is the same should be fully described (essential).

(8) *Alternative procedures investigated.* The alternative selection procedures investigated and available evidence of their impact should be identified (essential). The scope, method, and findings of the investigation, and the conclusions reached in light of the findings should be fully described (essential).

(9) *Uses and applications.* The methods considered for use of the selection procedure (e.g., as a screening device with a cutoff score, for grouping or ranking, or combined with other procedures in a battery) and available evidence of their impact should be described (essential). This description should include the rationale for choosing the method for operational use, and the evidence of the validity and utility of the procedure as it is to be used (essential). The purpose for which the procedure is to be used (e.g., hiring, transfer, promotion) should be described (essential). If weights are assigned to different parts of the selection procedure, these weights and the validity of the weighted composite should be reported (essential). If the selection procedure is used with a cutoff score, the user should describe the way in which normal expectations of proficiency within the work force were determined and the way in which the cutoff score was determined (essential).

(10) *Accuracy and completeness.* The report should describe the steps taken to assure the accuracy and completeness of the collection, analysis, and report of data and results.

(11) *Source data.* Each user should maintain records showing all pertinent information relating to its study of construct validity.



(12) *Contact person.* The name, mailing address, and telephone number of the individual who may be contacted for further information about the validity study should be provided (essential).

E. *Evidence of validity from other studies.* When validity of a selection procedure is supported by studies not done by the user, the evidence from the original study or studies should be compiled in a manner similar to that required in the appropriate paragraph of this section 15 above. In addition, the following evidence should be supplied:

(1) *Evidence from criterion-related validity studies—*a. *Job information.* A description of the important job behavior(s) of the user's job and the basis on which the behaviors were determined to be important should be provided (essential). A full description of the basis for determining that these important work behaviors are the same as those of the job in the original study (or studies) should be provided (essential).

b. *Relevance of criteria.* A full description of the basis on which the criteria used in the original studies are determined to be relevant for the user should be provided (essential).

c. *Other variables.* The similarity of important applicant pool or sample characteristics reported in the original studies to those of the user should be described (essential). A description of the comparison between the race, sex and ethnic composition of the user's relevant labor market and the sample in the original validity studies should be provided (essential).

d. *Use of the selection procedure.* A full description should be provided showing that the use to be made of the selection procedure is consistent with the findings of the original validity studies (essential).

e. *Bibliography.* A bibliography of reports of validity of the selection procedure for the job or jobs in question should be provided (essential). Where any of the studies included an investigation of test fairness, the results of this investigation should be provided (essential). Copies of reports published in journals that are not commonly available should be described in detail

or attached (essential). Where a user is relying upon unpublished studies, a reasonable effort should be made to obtain these studies. If these unpublished studies are the sole source of validity evidence they should be described in detail or attached (essential). If these studies are not available, the name and address of the source, an adequate abstract or summary of the validity study and data, and a contact person in the source organization should be provided (essential).

(2) *Evidence from content validity studies.* See sections 14C(3) and section 15C of this section.

(3) *Evidence from construct validity studies.* See sections 14D(2) and 15D of this section.

F. *Evidence of validity from cooperative studies.* Where a selection procedure has been validated through a cooperative study, evidence that the study satisfies the requirements of sections 7, 8 and 15E should be provided (essential).

G. *Selection for higher level job.* If a selection procedure is used to evaluate candidates for jobs at a higher level than those for which they will initially be employed, the validity evidence should satisfy the documentation provisions of this section 15 for the higher level job or jobs, and in addition, the user should provide: (1) a description of the job progression structure, formal or informal; (2) the data showing how many employees progress to the higher level job and the length of time needed to make this progression; and (3) an identification of any anticipated changes in the higher level job. In addition, if the test measures a knowledge, skill or ability, the user should provide evidence that the knowledge, skill or ability is required for the higher level job and the basis for the conclusion that the knowledge, skill or ability is not expected to develop from the training or experience on the job.

H. *Interim use of selection procedures.* If a selection procedure is being used on an interim basis because the procedure is not fully supported by the required evidence of validity, the user should maintain and have available (1) substantial evidence of validity for the procedure, and (2) a report

showing the date on which the study to gather the additional evidence commenced, the estimated completion date of the study, and a description of the data to be collected (essential).

#### DEFINITIONS

##### § 60-3.16 Definitions.

The following definitions shall apply throughout these guidelines:

A. *Ability.* A present competence to perform an observable behavior or a behavior which results in an observable product.

B. *Adverse impact.* A substantially different rate of selection in hiring, promotion, or other employment decision which works to the disadvantage of members of a race, sex, or ethnic group. See section 4 of these guidelines.

C. *Compliance with these guidelines.* Use of a selection procedure is in compliance with these guidelines if such use has been validated in accord with these guidelines (as defined below), or if such use does not result in adverse impact on any race, sex, or ethnic group (see section 4, of this part), or, in unusual circumstances, if use of the procedure is otherwise justified in accord with Federal law. See section 6B, of this part.

D. *Content validity.* Demonstrated by data showing that the content of a selection procedure is representative of important aspects of performance on the job. See section 5B and section 14C.

E. *Construct validity.* Demonstrated by data showing that the selection procedure measures the degree to which candidates have identifiable characteristics which have been determined to be important for successful job performance. See section 5B and section 14D.

F. *Criterion-related validity.* Demonstrated by empirical data showing that the selection procedure is predictive of or significantly correlated with important elements of work behavior. See sections 5B and 14B.

G. *Employer.* Any employer subject to the provisions of the Civil Rights Act of 1964, as amended, including State or local governments and any Federal agency subject to the provi-

sions of section 717 of the Civil Rights Act of 1964, as amended, and any Federal contractor or subcontractor or federally assisted construction contractor or subcontractor covered by Executive Order 11246, as amended.

H. *Employment agency.* Any employment agency subject to the provisions of the Civil Rights Act of 1964, as amended.

I. *Enforcement action.* For the purposes of section 4 a proceeding by a Federal enforcement agency such as a lawsuit or an administrative proceeding leading to debarment from or withholding, suspension, or termination of Federal Government contracts or the suspension or withholding of Federal Government funds; but not a finding of reasonable cause or a conciliation process or the issuance of right to sue letters under title VII or under Executive Order 11246 where such finding, conciliation, or issuance of notice of right to sue is based upon an individual complaint.

J. *Enforcement agency.* Any agency of the executive branch of the Federal Government which adopts these guidelines for purposes of the enforcement of the equal employment opportunity laws or which has responsibility for securing compliance with them.

K. *Job analysis.* A detailed statement of work behaviors and other information relevant to the job.

L. *Job description.* A general statement of job duties and responsibilities.

M. *Knowledge.* A body of information applied directly to the performance of a function.

N. *Labor organization.* Any labor organization subject to the provisions of the Civil Rights Act of 1964, as amended, and any committee subject thereto controlling apprenticeship or other training.

O. *Observable.* Able to be seen, heard, or otherwise perceived by a person other than the person performing the action.

P. *Race, sex, or ethnic group.* Any group of persons identifiable on the grounds of race, color, religion, sex, or national origin.

Q. *Selection procedure.* Any measure, combination of measures, or procedure used as a basis for any employment decision. Selection procedures in-



clude the full range of assessment techniques from traditional paper and pencil tests, performance tests, training programs, or probationary periods and physical, educational, and work experience requirements through informal or casual interviews and unscored application forms.

R. *Selection rate.* The proportion of applicants or candidates who are hired, promoted, or otherwise selected.

S. *Should.* The term "should" as used in these guidelines is intended to connote action which is necessary to achieve compliance with the guidelines, while recognizing that there are circumstances where alternative courses of action are open to users.

T. *Skill.* A present, observable competence to perform a learned psychomotor act.

U. *Technical feasibility.* The existence of conditions permitting the conduct of meaningful criterion-related validity studies. These conditions include: (1) An adequate sample of persons available for the study to achieve findings of statistical significance; (2) having or being able to obtain a sufficient range of scores on the selection procedure and job performance measures to produce validity results which can be expected to be representative of the results if the ranges normally expected were utilized; and (3) having or being able to devise unbiased, reliable and relevant measures of job performance or other criteria of employee adequacy. See section 14B(2). With respect to investigation of possible unfairness, the same considerations are applicable to each group for which the study is made. See section 14B(8).

V. *Unfairness of selection procedure.* A condition in which members of one race, sex, or ethnic group characteristically obtain lower scores on a selection procedure than members of another group, and the differences are not reflected in differences in measures of job performance. See section 14B(7).

W. *User.* Any employer, labor organization, employment agency, or licensing or certification board, to the extent it may be covered by Federal equal employment opportunity law, which uses a selection procedure as a basis for any employment decision.

Whenever an employer, labor organization, or employment agency is required by law to restrict recruitment for any occupation to those applicants who have met licensing or certification requirements, the licensing or certifying authority to the extent it may be covered by Federal equal employment opportunity law will be considered the user with respect to those licensing or certification requirements. Whenever a State employment agency or service does no more than administer or monitor a procedure as permitted by Department of Labor regulations, and does so without making referrals or taking any other action on the basis of the results, the State employment agency will not be deemed to be a user.

X. *Validated in accord with these guidelines or properly validated.* A demonstration that one or more validity study or studies meeting the standards of these guidelines has been conducted, including investigation and, where appropriate, use of suitable alternative selection procedures as contemplated by section 3B, and has produced evidence of validity sufficient to warrant use of the procedure for the intended purpose under the standards of these guidelines.

Y. *Work behavior.* An activity performed to achieve the objectives of the job. Work behaviors involve observable (physical) components and unobservable (mental) components. A work behavior consists of the performance of one or more tasks. Knowledge, skills, and abilities are not behaviors, although they may be applied in work behaviors.

#### APPENDIX

##### § 60-3.17 Policy statement on affirmative action (see section 13B).

The Equal Employment Opportunity Coordinating Council was established by act of Congress in 1972, and charged with responsibility for developing and implementing agreements and policies designed, among other things, to eliminate conflict and inconsistency among the agencies of the Federal Government responsible for administering Federal law prohibiting discrimination on grounds of race, color, sex, religion, and national

origin. This statement is issued as an initial response to the requests of a number of State and local officials for clarification of the Government's policies concerning the role of affirmative action in the overall equal employment opportunity program. While the Coordinating Council's adoption of this statement expresses only the views of the signatory agencies concerning this important subject, the principles set forth below should serve as policy guidance for other Federal agencies as well.

(1) Equal employment opportunity is the law of the land. In the public sector of our society this means that all persons, regardless of race, color, religion, sex, or national origin shall have equal access to positions in the public service limited only by their ability to do the job. There is ample evidence in all sectors of our society that such equal access frequently has been denied to members of certain groups because of their sex, racial, or ethnic characteristics. The remedy for such past and present discrimination is twofold.

On the one hand, vigorous enforcement of the laws against discrimination is essential. But equally, and perhaps even more important are affirmative, voluntary efforts on the part of public employers to assure that positions in the public service are genuinely and equally accessible to qualified persons, without regard to their sex, racial, or ethnic characteristics. Without such efforts equal employment opportunity is no more than a wish. The importance of voluntary affirmative action on the part of employers is underscored by title VII of the Civil Rights Act of 1964, Executive Order 11246, and related laws and regulations—all of which emphasize voluntary action to achieve equal employment opportunity.

As with most management objectives, a systematic plan based on sound organizational analysis and problem identification is crucial to the accomplishment of affirmative action objectives. For this reason, the Council urges all State and local governments to develop and implement results oriented affirmative action plans which deal with the problems so identified.

The following paragraphs are intended to assist State and local governments by illustrating the kinds of analyses and activities which may be appropriate for a public employer's voluntary affirmative action plan. This statement does not address remedies imposed after a finding of unlawful discrimination.

(2) Voluntary affirmative action to assure equal employment opportunity is appropriate at any stage of the employment process. The first step in the construction of any affirmative action plan should be an analysis of the employer's work force to determine whether percentages of sex, race, or ethnic groups in individual job classifications are substantially similar to the percentages of those groups available in the relevant job market who possess the basic job-related qualifications.

When substantial disparities are found through such analyses, each element of the overall selection process should be examined to determine which elements operate to exclude persons on the basis of sex, race, or ethnic group. Such elements include, but are not limited to, recruitment, testing, ranking certification, interview, recommendations for selection, hiring, promotion, etc. The examination of each element of the selection process should at a minimum include a determination of its validity in predicting job performance.

(3) When an employer has reason to believe that its selection procedures have the exclusionary effect described in paragraph 2 of this section, it should initiate affirmative steps to remedy the situation. Such steps, which in design and execution may be race, color, sex, or ethnic "conscious," include, but are not limited to, the following:

(a) The establishment of a long-term goal, and short-range, interim goals and timetables for the specific job classifications, all of which should take into account the availability of basically qualified persons in the relevant job market;

(b) A recruitment program designed to attract qualified members of the group in question;

(c) A systematic effort to organize work and redesign jobs in ways that



provide opportunities for persons lacking "journeyman" level knowledge or skills to enter and, with appropriate training, to progress in a career field;

(d) Revamping selection instruments or procedures which have not yet been validated in order to reduce or eliminate exclusionary effects on particular groups in particular job classifications;

(e) The initiation of measures designed to assure that members of the affected group who are qualified to perform the job are included within the pool of persons from which the selecting official makes the selection;

(f) A systematic effort to provide career advancement training, both classroom and on-the-job, to employees locked into dead end jobs; and

(g) The establishment of a system for regularly monitoring the effectiveness of the particular affirmative action program, and procedures for making timely adjustments in this program where effectiveness is not demonstrated.

(4) The goal of any affirmative action plan should be achievement of genuine equal employment opportunity for all qualified persons. Selection under such plans should be based upon the ability of the applicant(s) to do the work. Such plans should not require the selection of the unqualified, or the unneeded, nor should they require the selection of persons on the basis of race, color, sex, religion, or national origin. Moreover, while the Council believes that this statement should serve to assist State and local employers, as well as Federal agencies, it recognizes that affirmative action cannot be viewed as a standardized program which must be accomplished in the same way at all times in all places.

Accordingly, the Council has not attempted to set forth here either the minimum or maximum voluntary steps that employers may take to deal with their respective situations. Rather, the Council recognizes that under applicable authorities, State and local employers have flexibility to formulate affirmative action plans that are best suited to their particular situations. In this manner, the Council believes that affirmative action pro-

grams will best serve the goal of equal employment opportunity.

Respectfully submitted,

Harold H. Tyler, Jr.,  
Deputy Attorney General and Chairman of  
the Equal Employment Coordinating  
Council.

Michael H. Moskow,  
Under Secretary of Labor.

Ethel Bent Walsh,  
Acting Chairman, Equal Employment Opportunity Commission.

Robert E. Hampton,  
Chairman, Civil Service Commission.

Arthur E. Flemming,  
Chairman, Commission on Civil Rights.

Because of its equal employment opportunity responsibilities under the State and Local Government Fiscal Assistance Act of 1972 (the revenue sharing act), the Department of Treasury was invited to participate in the formulation of this policy statement; and it concurs and joins in the adoption of this policy statement.

Done this 26th day of August 1976.

Richard Albrecht,  
General Counsel,  
Department of the Treasury.

#### § 60-3.18 Citations.

The official title of these guidelines is "Uniform Guidelines on Employee Selection Procedures (1978)". The Uniform Guidelines on Employee Selection Procedures (1978) are intended to establish a uniform Federal position in the area of prohibiting discrimination in employment practices on grounds of race, color, religion, sex, or national origin. These guidelines have been adopted by the Equal Employment Opportunity Commission, the Department of Labor, the Department of Justice, and the Civil Service Commission.

The official citation is:

"Section 60-3, Uniform Guidelines on Employee Selection Procedure (1978); 43 FR 38295 (August 25, 1978)."

The short form citation is:

"Section 60-3, U.G.E.S.P. (1978); 43 FR 38295 (August 25, 1978)."

When the guidelines are cited in connection with the activities of one of the issuing agencies, a specific citation to the regulations of that agency can be added at the end of the above

citation. The specific additional citations are as follows:

Equal Employment Opportunity Commission

29 CFR Part 1607

Department of Labor

Office of Federal Contract Compliance Programs

41 CFR Part 60-3

Department of Justice

28 CFR 50.14

Civil Service Commission

5 CFR 300.103(c)

Normally when citing these guidelines, the section number immediately preceding the title of the guidelines will be from these guidelines series 1-18. If a section number from the codification for an individual agency is needed it can also be added at the end of the agency citation. For example, section 6A of these guidelines could be cited for EEOC as follows: "Section 6A, Uniform Guidelines on Employee Selection Procedures (1978); 43 FR 38295, (August 25, 1978); 29 CFR Part 1607, section 6A."

#### PART 60-4—CONSTRUCTION CONTRACTORS—AFFIRMATIVE ACTION REQUIREMENTS

##### Sec.

60-4.1 Scope and application.

60-4.2 Solicitations.

60-4.3 Equal opportunity clauses.

60-4.4 Affirmative action requirements.

60-4.5 Hometown plans.

60-4.6 Goals and timetables.

60-4.7 Effect on other regulations.

60-4.8 Show cause notice.

60-4.9 Incorporation by operation of the Order.

AUTHORITY: Secs. 201, 202, 205, 211, 301, 302, and 303 of E.O. 11246, as amended, 30 FR 12319; 32 FR 14303, as amended by E.O. 12086.

SOURCE: 43 FR 49254, Oct. 20, 1978, unless otherwise noted.

##### § 60-4.1 Scope and application.

This part applies to all contractors and subcontractors which hold any Federal or federally assisted construction contract in excess of \$10,000. The regulations in this part are applicable to all of a construction contractor's or subcontractor's construction employees who are engaged in on-site construction including those construction

employees who work on a non-Federal or nonfederally assisted construction site. This part also establishes procedures which all Federal contracting officers and all applicants, as applicable, shall follow in soliciting for and awarding Federal or federally assisted construction contracts. Procedures also are established which administering agencies shall follow in making any grant, contract, loan, insurance, or guarantee involving federally assisted construction which is not exempt from the requirements of Executive Order 11246, as amended.

In addition, this part applies to construction work performed by construction contractors and subcontractors for Federal nonconstruction contractors and subcontractors if the construction work is necessary in whole or in part to the performance of a nonconstruction contract or subcontract.

(43 FR 49254, Oct. 20, 1978; 43 FR 51401, Nov. 3, 1978)

##### § 60-4.2 Solicitations.

(a) All Federal contracting officers and all applicants shall include the notice set forth in paragraph (d) of this section and the Standard Federal Equal Employment Opportunity Construction Contract Specifications set forth in § 60-4.3 of this part in all solicitations for offers and bids on all Federal and federally assisted construction contracts or subcontracts to be performed in geographical areas designated by the Director pursuant to § 60-4.6 of the part. Administering agencies shall require the inclusion of the notice set forth in paragraph (d) of this section and the specifications set forth in § 60-4.3 of this part as a condition of any grant, contract, subcontract, loan, insurance or guarantee involving federally assisted construction covered by this Part 60-4.

(b) All nonconstruction contractors covered by Executive Order 11246 and the implementing regulations shall include the notice in paragraph (d) of this section in all construction agreements which are necessary in whole or in part to the performance of the covered nonconstruction contract.

(c) Contracting officers, applicants and nonconstruction contractors shall



2/21/74

U.S. DEPARTMENT OF LABOR  
EMPLOYMENT STANDARDS ADMINISTRATION  
OFFICE OF FEDERAL CONTRACT COMPLIANCE

OFCC-102

**PART 60-2 - AFFIRMATIVE ACTION PLANS**

(Reprint from Federal Register February 14, 1974)

**Title 41—Public Contracts and Property Management**

**CHAPTER 60—OFFICE OF FEDERAL CONTRACT COMPLIANCE, EQUAL EMPLOYMENT OPPORTUNITY, DEPARTMENT OF LABOR**

**PART 60-2—AFFIRMATIVE ACTION PLANS**

**Miscellaneous Amendments**

The following amendments to Part 60-2 of Title 41, Code of Federal Regulations are made concurrently with the adoption of Part 60-60 of this title in order to conform Part 60-2 to the rules adopted in Part 60-60. These amendments become effective April 15, 1974.

1. Section 60-2.1 is amended by revising the first sentence in the second paragraph of the section to read as follows:

**§ 60-2.1 Title, Purpose and Scope.**

Relief for members of an affected class who, by virtue of past discrimination, continue to suffer the present effects of that discrimination shall be provided in the conciliation agreement entered into pursuant to § 60-60.6 of this title. . . .

2. Section 60-2.10 is amended by revising the fourth sentence of the section to read as follows:

**§ 60-2.10 Purpose of affirmative action program.**

. . . . An acceptable affirmative action program must include an analysis of areas within which the contractor is deficient in the utilization of minority groups and women, and further, goals and timetables to which the contractor's good faith efforts must be directed to correct the deficiencies and, thus to achieve prompt and full utilization of minorities and women, at all levels and in all segments of his work force where deficiencies exist.

3. Section 60-2.11 is amended by redesignating the present paragraph (a) as paragraph (b) and by inserting before such paragraph a new paragraph (a). As amended, § 60.11 reads as follows:

**§ 60-2.11 Required utilization analysis.**

(a) Workforce analysis which is defined as a listing of each job classification as appears in applicable collective bargaining agreements or payroll records (not job group) ranked from the lowest paid to the highest paid within each department or other similar organizational unit including departmental or unit supervision. If there are separate work units or lines of progression within a department a separate list must be provided for each such work unit, or line, including unit supervisors. For lines of progression there must be indicated the order of jobs in the line through which an employee could move to the top of the line. For each job classification, the total number of male and female incumbents, and the total number of male and female incumbents in each of the following groups must be given: Blacks, Spanish-surnamed Americans, American Indians, and Orientals. The wage rate or salary range for each job classification should be given. All job classifications, including all managerial job classifications, must be listed.

(b) An analysis of all major job classifications at the facility, . . .

((5 U.S.C. 553(a)(3)(B)) 29 CFR 2.7 section 201, Executive Order 11246, 90 FR 12319, and Executive Order 11876, 32 FR 14603.)

Signed at Washington, D.C. on this 6th day of February 1974.

PETER J. BRENNAN,  
Secretary of Labor.

BERNARD DELURY,  
Assistant Secretary for  
Employment Standards.

PHILIP J. DAVIS,  
Director, Office of  
Federal Contract Compliance.

[FR Doc.74-3643 Filed 2-13-74; 8:45 am]



## APPENDIX B: POLICIES FOR POSTING



Official EEOC poster.\*—

# Equal Employment Opportunity is THE LAW

## Employers Holding Federal Contracts or Subcontracts

Applicants to and employees of companies with a Federal government contract or subcontract are protected under the following Federal authorities:

### RACE, COLOR, RELIGION, SEX, NATIONAL ORIGIN

Executive Order 11246, as amended, prohibits job discrimination on the basis of race, color, religion, sex or national origin, and requires affirmative action to ensure equality of opportunity in all aspects of employment.

### INDIVIDUALS WITH HANDICAPS

Section 503 of the Rehabilitation Act of 1973, as amended, prohibits job discrimination because of handicap and requires affirmative action to employ and advance in employment qualified individuals with handicaps who, with reasonable accommodation, can perform the essential functions of a job.

### VIETNAM ERA AND SPECIAL DISABLED VETERANS

38 U.S.C. 4212 of the Vietnam Era Veterans Readjustment Assistance Act of 1974 prohibits job discrimination and requires affirmative action to employ and advance in employment qualified Vietnam era veterans and qualified special disabled veterans.

Any person who believes a contractor has violated its nondiscrimination or affirmative action obligations under the authorities above should contact immediately:

The Office of Federal Contract Compliance Programs (OFCCP), Employment Standards Administration, U.S. Department of Labor, 200 Constitution Avenue, N.W., Washington, D.C. 20210 or call (202) 523-9368, or an OFCCP regional or district office, listed in most telephone directories under U.S. Government, Department of Labor.

## Private Employment, State and Local Governments, Educational Institutions

Applicants to and employees of most private employers, state and local governments, educational institutions, employment agencies and labor organizations are protected under the following Federal laws:

### RACE, COLOR, RELIGION, SEX, NATIONAL ORIGIN

Title VII of the Civil Rights Act of 1964, as amended, prohibits discrimination in hiring, promotion, discharge, pay, fringe benefits, job training, classification, referral, and other aspects of employment, on the basis of race, color, religion, sex or national origin.

### DISABILITY

The Americans with Disabilities Act of 1990, as amended, protects qualified applicants and employees with disabilities from discrimination in hiring, promotion, discharge, pay, job training, fringe benefits, classification, referral, and other aspects of employment on the basis of disability. The law also requires that covered entities provide qualified applicants and employees with disabilities with reasonable accommodations that do not impose undue hardship.

### AGE

The Age Discrimination in Employment Act of 1967, as amended, protects applicants and employees 40 years of age or older from discrimination on the basis of age in hiring, promotion, discharge, compensation, terms, conditions or privileges of employment.

### SEX (WAGES)

In addition to sex discrimination prohibited by Title VII of the Civil Rights Act (see above), the Equal Pay Act of 1963, as amended, prohibits sex discrimination in payment of wages to women and men performing substantially equal work in the same establishment.

Retaliation against a person who files a charge of discrimination, participates in an investigation, or opposes an unlawful employment practice is prohibited by all of these Federal laws.

If you believe that you have been discriminated against under any of the above laws, you immediately should contact:

The U.S. Equal Employment Opportunity Commission (EEOC), 1801 L Street, N.W., Washington, D.C. 20507 or an EEOC field office by calling toll free (800) 669-4000. For individuals with hearing impairments, EEOC's toll free TDD number is (800) 800-3302.

## Programs or Activities Receiving Federal Financial Assistance

### RACE, COLOR, NATIONAL ORIGIN, SEX

In addition to the protection of Title VII of the Civil Rights Act of 1964, Title VI of the Civil Rights Act prohibits discrimination on the basis of race, color or national origin in programs or activities receiving Federal financial assistance. Employment discrimination is covered by Title VI if the primary objective of the financial assistance is provision of employment, or where employment discrimination causes or may cause discrimination in providing services under such programs. Title IX of the Education Amendments of 1972 prohibits employment discrimination on the basis of sex in educational programs or activities which receive Federal assistance.

### INDIVIDUALS WITH HANDICAPS

Section 504 of the Rehabilitation Act of 1973, as amended, prohibits employment discrimination on the basis of handicap in any program or activity which receives Federal financial assistance. Discrimination is prohibited in all aspects of employment against handicapped persons who, with reasonable accommodation, can perform the essential functions of a job.

If you believe you have been discriminated against in a program of any institution which receives Federal assistance, you should contact immediately the Federal agency providing such assistance.

\* Size reduced.



**APPENDIX C: OREGON CIVIL RIGHTS LAW**



## APPENDIX C

### OREGON CIVIL RIGHTS LAW

Oregon Civil Rights Law (ORS 659.030) makes it unlawful for a public\* or private employer with one or more employees to refuse to hire, or to fire, or to discriminate against an individual in compensation, terms, conditions, or privileges of employment because of that individual's:

- race
- color
- religion
- sex
- national origin
- marital status
- age (where the individual is at least 18 but under 70)\*\*
- expunged juvenile record
- association with anyone of a particular race, color, sex, national origin, marital status, age, or religion
- family relationship (ORS 659.340)

The law also prohibits a public\* or private employer with six or more employees from discriminating against an individual because of his or her:

- mental or physical handicap (ORS 659.425)
- application for Workers' Compensation benefits (ORS 659.410)

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\* Not including agencies of the U.S. government.

\*\* The upper age limit of 70 applies only to hiring and termination. Employees 70 or older may not be discriminated against in compensation, terms, or conditions of employment.



**APPENDIX D: MERIT SYSTEM CODE (EEO)**



## APPENDIX D

### **MULTNOMAH COUNTY CODE CHAPTER 3.10, MERIT SYSTEM**

<u>Section</u>	<u>Title</u>	<u>Content</u>
3.10.010	Definitions	<p>(A) "Affirmative Action" means identifying existing or potential discriminatory conditions and making specific goal-oriented corrective actions to eliminate and prevent unlawful discrimination.</p> <p>(B) "Discrimination Complaint" means a complaint that a personnel action was motivated by discrimination on the basis of race, religion, sex, age, marital status, national origin, physical or mental handicap or political affiliation.</p>
3.10.265	Equal Employment	<p>(A) Discrimination in any personnel action on the basis of race, color, sex, age, religion, national origin, political affiliation or physical or mental handicap is prohibited, except when they constitute bona fide occupational qualifications.</p> <p>(B) All decisions on employment and promotion for classified service shall be made in accordance with the principles of equal opportunity by utilizing job-related requirements for these opportunities.</p> <p>(C) No question in any application or request for recommendation or in any test shall elicit information concerning the religious or political opinions or affiliations of any person, nor shall any injury be made concerning those opinions or affiliations.</p> <p>(D) The affirmative action officer shall exercise affirmative action under this chapter and the affirmative action policies of the Board and County Chair.</p>



**APPENDIX E: PERSONNEL RULES (EEO/AA)**



## APPENDIX E

### MULTNOMAH COUNTY PERSONNEL RULES REGULATING EEO AND AFFIRMATIVE ACTION **RULE 1:**

#### 1.02      PURPOSE

It is the purpose of these rules to establish a system of uniform and appropriate personnel policies and procedures that shall improve the quality of personnel administration consistent with such merit principles as:

1. Recruiting, appointing, and promoting employees on the basis of their relative ability, knowledge, and skills, including open consideration of applicants for initial appointment;
2. Retaining employees on the basis of the adequacy of their performance, correction of inadequate performance and separating employees whose inadequate performance cannot be corrected;
3. Assuring impartial treatment of applicants and employees in all aspects of personnel administration without regard to political affiliation, race, religion, color, sex, age, marital status, national origin, sexual orientation, or physical or mental handicap and with proper regard for their privacy and constitutional rights as citizens; and
4. Assuring that employees are protected against coercion for partisan political purposes and are prohibited from using their official authority for the purpose of interfering with or affecting the result of an election or a nomination for office.

#### **RULE 7: NEPOTISM**

Nepotism is the exercise of preferential treatment based upon familiar relationship rather than merit.

For the purposes of this rule, family consists of the employee's spouse, children, stepchildren, parents, grandparents, grandchildren, brothers, sisters, father-in-law, mother-in-law, sisters-in-law, and brothers-in-law.

Appointments and promotions to positions in the County service shall be based on merit as determined by a comparison of job-related qualifications. Discrimination based on nepotism for or against applicants or employees is prohibited except as provided by these rules.

Two members of a family shall not be employed at the same time if such employment will result in an employee directly supervising a member of his/her family. If violations occur due to marriage, steps shall be taken as soon as practical to correct the situation through transfer or other means.



## **RULE 9: ANNOUNCEMENT AND APPLICATION**

### **9.01 DISTRIBUTION OF ANNOUNCEMENTS**

Whenever an examination is to be given for a position or positions in the classified service, Employee Services shall post an official notice inviting the applications of qualified persons. All announcements shall be posted prominently in the personnel office and be mailed to each County department for positing in all work locations. Open-competitive announcements shall be distributed in appropriate areas where interested persons may have access to information about job opportunities in the County service.

## **RULE 10 EXAMINATIONS**

### **10.01 NATURE OF EXAMINATIONS**

Examinations shall be competitive and job related. They shall be constructed to determine the qualifications, competence and ability of the persons tested to perform the duties of the class of positions for which a list is to be established.

No part of any examination shall include any questions designed to reveal the political or religious affiliation or belief, national origin, age, sex, color, race, marital status, sexual orientation or handicap status of any candidate.

#### **Voiding Elements of an Examination**

When Employee Services determines that examination exercises or questions are technically inferior, lack validity or produce an adverse impact, such questions or exercises may be deleted from the examination process and scores of affected applicants adjusted appropriately.

#### **Adverse Impact**

Employee Services shall evaluate the effect of each test administered for its impact on each race, sex, ethnic group, and self-identified disabled persons. If Employee Services determines that a test has not been validated in accordance with the Uniform Guidelines on Employee Selection Procedures, the test shall not be used for selection unless it is modified or used in a manner which eliminates the adverse impact.

Modification to alleviate adverse impact shall consist of adjusting the scores of the adversely impacted group so that the mean and standard deviation of the scores of that group equal the mean and standard deviation of the scores of the other candidates.

### **10.07 VETERAN'S PREFERENCE**

Each eligible veteran or disabled veteran furnishing the required proof of eligibility who has successfully completed all phases of an examination shall be allowed preference on the list established as a result of the test. Preference means that to the score of a



veteran, five (5) points will be added; to the score of a disabled veteran, ten (10) points will be added. All such points will be added to the total combined test score and not to any single part of the examination.

#### Accommodation of Handicapped Applicants

Employee Services may modify the administration of an examination to accommodate a handicapped applicant who is regarded as having a physical or mental impairment which limits one or more major life activities.

### **RULE 21: EQUAL EMPLOYMENT OPPORTUNITY**

Discrimination in any personnel action on the basis of race, color, sex, age, religion, national origin, political affiliation, marital status, sexual orientation, or physical or mental handicap is prohibited, except when it constitutes a bona fide occupational qualifications.

All employment and promotion decisions in County service shall be made in accordance with the principles of equal opportunity by utilizing job-related requirements.

No question in any application, in any request for recommendation or in any test shall elicit information concerning the religious or political opinions or affiliations of any person, nor shall any inquiry be made concerning these opinions or affiliations.

### **RULE 23: APPEALS TO THE COUNCIL**

#### 23.01 WHO MAY APPEAL

Any regular employee who is reduced in pay, demoted, suspended, or dismissed and who does not have available a grievance procedure for the particular issue in dispute, shall have the right to appeal the action directly to the Council.

Any classified employee who does not have available a grievance procedure for a particular issue in dispute, and any applicant for the classified service shall have the right to appeal personnel actions, including complaints of discrimination, directly to the Council.

#### 23.02 APPEAL REQUIREMENTS

Appeals to the Council shall:

1. Be in writing;
  2. Be signed by the employee or applicant;
  3. Be addressed to the Council;
  4. Contain an explanation of the action being appealed;
  5. Contain a statement of the redress desired;
  6. List the names of those whose presence would be requested at a Council hearing;
- and



7. Be delivered to the executive secretary of the Council not later than ten days after the effective date of the action being appealed.

The Council shall process the appeal pursuant to provisions of Multnomah County Code and the Council's rules.

### **23.03 COUNCIL DECISIONS**

If the Council finds that a disciplinary action was discriminatory, was an unlawful employment practice described by applicable state law, or was not for cause, the employee shall be reinstated to the prior position and shall not suffer any loss in pay.

The Council may modify a disciplinary action being appealed if it finds that the action was taken in good-faith for cause, upon a finding of mitigating circumstances, by directing suspension without pay for a specified period with subsequent restoration of status or demotion of classification, grade, or pay.

Any other personnel action appealed to the Council from a decision of the appointing authority shall be affirmed unless a finding is made that it violates Multnomah County Code 3.10.

### **23.04 APPEALS TO THE BOARD**

There shall be no appeal of the Council's decision if unanimous. If the decision is not unanimous it may be appealed to the Board of County Commissioners by any part by filing written notice of appeal with the Clerk of the Board within ten (10) days from the date of the Council's decision.

## **RULE 24: INTERGOVERNMENTAL COOPERATION**

Employee Services may enter into agreements with other governmental jurisdictions to furnish or receive services to facilitate public service, mobility and maximum utilization of staff and to improve personnel administration with respect to such matters as recruiting, examining, pay studies, training, education, personnel interchange and transfer, manpower utilization and fringe benefits.

Employee Services may cooperate with other governmental organizations in sharing tests, eligibility lists and other personnel activities when it is in the best interests of personnel administration and the public.



## **APPENDIX F: IDENTIFICATION OF MAJOR JOB GROUPS**



## IDENTIFICATION OF MAJOR JOB GROUPS

[41 CFR § 60-2.11(b)]

### OFFICIALS AND ADMINISTRATORS:

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

Assessment & Taxation Manager, Senior	Contracts Administrator
AAVEEO Officer	Corrections Counselor Supervisor
Accounts Payable Supervisor	County Surveyor
Administrative Services Officer	District Attorney's Operations Manager
Adult Housing Administrator	Data Base Administrator
Aging Services Branch Administrator	Data Systems Administrator
Aging Services Manager, Senior	Data Systems Manager
Aging Services Program Manager	Dental Health Officer
Alcohol & Drug Administrator	Dentist, Senior
Animal Care Supervisor	Deputy Director, Library
Animal Control Manager	Detention Programs Administrator
Animal Control Supervisor	Developmental Disabilities Manager
Appraisal Supervisor	Distribution Supervisor
Assess Info Resource Manager	District Manager/DCC
Benefits Administrator	Elections Administrator
Board of Equalization Administrator	Elections Manager
Bridge Maintenance Administrator	Emergency Management Administrator
Bridge Maintenance Supervisor	Employee Services Manager
Bridge Operations Supervisor	Engineering Services Administrator
Bridge Services Manager	Engineering Services Manager
Captain	Equipment Unit Administrator
Captain, Corrections	Expo Manager
Cartography Supervisor	Expo Operations Supervisor
Case Management Supervisor	Facilities Building Manager
Cataloging Administrator	Facilities Building Supervisor
Chief Appraiser	Facilities Coordinator
Chief Deputy Medical Examiner	Facilities Maintenance Manager
Chief Deputy/Sheriff's Office	Facilities Maintenance Supervisor
Child & Adol Mental Health Manager	Facilities Manager, Senior
Circulation Administrator	Facilities Refurbishment Manager
Civil Process Supervisor	Family Services Manager
Comm Corrections Prog Admin	
Community Services Administrator	
Computer Operations Administrator	
Construction Projects Administrator	



Finance Manager  
 Financial Analyst  
 Fiscal Officer/Sheriff's Office  
 Fiscal Specialist Supervisor  
 Fleet Maintenance Supervisor  
 Fleet/Support Services Manager  
 General Accounting Administrator  
 Geographic Info Records Manager  
 Health Officer, Assistant  
 Health Operations Supervisor  
 Health Services Administrator  
 Health Services Manager  
 Health Services Manager, Senior  
 Health Supply Administrator  
 Housing/Comm Serv Prog Admin  
 Housing/Community Services Manager  
 Information Services Manager, Senior  
 Information Systems Manager  
 Inmate Programs Manager  
 Juvenile Counseling Services Manager  
 Juvenile Counseling Administrator  
 Juvenile Counselor Supervisor  
 Juvenile Detention Manager  
 Juvenile Justice Manager, Senior  
 Juvenile Justice Program Manager  
 Juvenile Justice Program Supervisor  
 Labor Relations Manager  
 Laundry Supervisor  
 Library Administrator  
 Library Automated Systems Admin  
 Library Manager  
 Library Manager, Senior  
 Library Supervising Secretary  
 Library Supervisor  
 Library Support Services Admin  
 Library Technical Supervisor  
 Library Youth Services Coordinator  
 Lieutenant  
 Lieutenant, Corrections  
 M E D Program Manager  
 Major  
 Major, Corrections  
 Management Assistant  
 MCSO Office Operations Supr  
 MCSO Personnel Administrator

Office Automation Administrator  
 Office Manager, County Counsel  
 Operations Administrator  
 Operations Supervisor  
 Operations/Tele Manager  
 Outreach Services Supervisor  
 Parks Maintenance Supervisor  
 Parks Manager  
 Payroll Supervisor  
 Planning Manager  
 Planning/Budget Administrator  
 Planning/Budget Manager  
 Probation/Parole Supervisor  
 Program Devel & Evaluation Manager  
 Program Services Administrator/MHYFS  
 Prop/Comm/Laundry Administrator  
 Property Management Supervisor  
 Public Guardian  
 Public Relations Coordinator  
 Purchasing Manager  
 Purchasing Specialist Supervisor  
 Records Administrator  
 Regional Park Supervisor  
 Risk Manager  
 Road Maintenance Manager  
 Road Maintenance Supervisor  
 Selection/Acquisition Administrator  
 Sheriff's Operations Administrator  
 Social Services Manager, Assistant  
 Social Services Manager, Senior  
 Stack Services Supervisor  
 Systems Administrator  
 Tax Collection Manager  
 Technical Support Manager  
 Telecommunications Administrator  
 Traffic Aids Manager  
 Traffic Aids Supervisor  
 Transportation Planning Administrator  
 Transportation Manager, Senior  
 Trans Support Services Manager  
 Treasury Administrator  
 Undersheriff  
 Valuation Manager  
 Victim Services Administrator  
 Volunteer Prog/Bookstore Administrator  
 Youth Services Administrator



## PROFESSIONALS:

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

Administrative Analyst	Housing Development Specialist
Administrative Analyst, Senior	Housing Rehabilitation Specialist
Alcohol & Drug Evaluation Specialist	Involuntary Commitment Investigator
Asbestos Project Specialist	Juvenile Counselor
Assistant County Counsel 1	Labor Relations Manager, Deputy
Assistant County Counsel 2	Labor Relations Specialist
Assistant County Counsel, Senior	Laboratory Specialist
Case Manager 2	Law Clerk
Case Manager, Senior	Librarian 1
Chaplain	Librarian 2
Civil Engineer Assistant	Library Outreach Specialist
Civil Engineer Associate	Litigation Counsel
Clinical Supervisor	Loss Control Specialist
Co-Principal Investigator	Marriage & Family Counselor
Community Development Specialist	Mental Health Consultant
Community Health Nurse	Nurse Practitioner
Community Liaison Specialist	Nutritionist
Construction Projects Specialist	Pharmacist
Construction Projects Specialist, Senior	Physician
Corrections Counselor	Physician Assistant
Corrections Hearings Officer	Planner
Data Analyst, Senior	Planner, Senior
Data Processing Specialist 2	Planning/Budget Specialist
Dentist	Probation/Parole Officer
Deputy Public Guardian	Program Development Specialist
Electrical Engineer Assistant	Program Development Specialist, Sr
Employee Services Specialist 1	Program Evaluation Specialist
Employee Services Specialist 2	Publication Specialist
Employee Services Specialist, Senior	Purchasing Specialist 2
Facilities Environmental Coordinator	Safety Specialist/Transportation
Fiscal Specialist 2	Sanitarian
Fiscal Specialist/DSS	Sanitarian, Chief
Fiscal Specialist, Senior	Social Worker
Graphic Designer/Production Specialist	Transportation Planning Specialist
Health Educator	Volunteer Coordinator
Health Services Specialist	Worker's Compensation Specialist



## TECHNICIANS:

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

Appraisal Specialist  
Cartographer  
Computer Systems Operator  
Computer Technician/Library  
Dental Assistant/Receptionist  
Dental Hygienist  
Deputy Medical Examiner  
Engineer Technician Aide  
Engineer Technician Assistant  
Engineer Technician Associate  
Engineer Technician Principal  
Engineer Technician Senior  
Laboratory Technician

Licensed Community Practical Nurse  
Printing Specialist  
Programmer Analyst 1  
Programmer Analyst 2  
Programmer Analyst, Senior  
Property Appraiser Technician  
Property Appraiser Trainee  
Property Appraiser  
Right of Way Permits, Chief  
Survey Specialist  
Systems Programmer  
Telecommunications Technical Specialist  
X-Ray Technician



## PROTECTIVE SERVICE WORKERS:

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

Animal Control Field Supervisor  
Animal Control Officer  
Corrections Officer  
Corrections Sergeant  
Deputy Sheriff  
Facility Security Officer

Juvenile Groupworker  
Juvenile Groupwork Supervisor  
License Compliance Officer  
Nuisance Enforcement Officer  
Scientific Investigator  
Sergeant



## PARAPROFESSIONALS:

Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers" concept. Includes: library assistants, research assistants, medical aides, child support workers, police auxiliary, welfare service aides, recreation assistants, homemaker aides, home health aides, and kindred workers.

Animal Health Technician  
Case Management Assistant  
Case Manager 1  
Child Development Specialist  
Civil Deputy  
Community Information Specialist  
Community Service Officer  
Community Service Placement Specialist  
Community Works Leader  
Construction Projects Technician  
Corrections Technician  
District Attorney's Investigator  
District Attorney's Investigator, Chief  
Data Analyst  
Data Processing Specialist 1  
Data Technician  
Elections Coordinator  
Elections Materials Coordinator  
Elections Projects Assistant  
Elections Specialist  
Eligibility Specialist  
Fiscal Specialist 1  
Health Assistant  
Health Info Specialist 1

Health Info Specialist 2  
Health Info Specialist, Sr  
Investigative Technician  
Juvenile Education Coordinator  
Laboratory Assistant  
Legal Assistant  
Library Assistant  
Library Assistant, Senior  
Medical Records Technician  
Pathologist Assistant  
Pharmacy Technician  
Program Coordinator  
Program Development Technician  
Property Management Specialist  
Purchasing Specialist 1  
Records Administration Asst  
Support Enforcement Agent  
Tax Collection Specialist  
Tax Exemption Specialist  
Technical Services Assistant  
Telecommunication Office Spec  
Victim Advocate  
Volunteer Services Assistant  
Weatherization Specialist



## ADMINISTRATIVE SUPPORT:

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

Administrative Secretary  
Animal Control Dispatcher  
Animal Control Office Assistant  
Clerical Unit Supervisor  
County Counsel Office Assistant  
Data Entry Operator  
Data Processing Clerk  
Fiscal Assistant  
Fiscal Assistant, Senior  
Library Clerk 1  
Library Clerk 2

Mail Clerk  
Medical Services Clerk  
Office Assistant 1  
Office Assistant 2  
Office Assistant, Senior  
Sheriff's Operations Technician  
Sheriff's Operations Technician Supr  
Sheriff's Operations Tech Trainee  
Support Enforcement Technician  
Word Processing Operator  
Word Processing Unit Supervisor



## SKILLED CRAFT WORKERS:

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

Arborist  
Blacksmith  
Body & Fender Mechanic  
Bridge Maintenance Mechanic  
Carpenter  
Chemical Applicator Operator  
Chief Bridge Electrician  
Electrician  
Electronic Technician  
Electronic Technician Assistant  
Electronic Technician, Chief

Equipment Mechanic 1  
Equipment Mechanic 2  
Gardener  
Gardener, Senior  
Heavy Equipment Operator  
HVAC Engineer  
Plant Maintenance Engineer  
Sign Painter  
Striper Operator  
Truck Driver



## SERVICE/MAINTENANCE WORKERS:

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

Animal Care Technician  
Animal Control Aide  
Bridge Operator  
Custodian  
Driver  
Expo Operations Worker  
Facilities Maintenance Worker  
Garage Attendant  
Jail Steward  
Library Delivery Driver  
Library Materials Processor

Library Page  
Library Page, Senior  
Maintenance Crew Leader  
Maintenance Worker  
Outreach Driver  
Park Ranger  
Production Assistant  
Sewing Specialist  
Stack Services Assistant  
Warehouse Worker  
Warehouse Worker, Chief



**APPENDIX G: MULTNOMAH COUNTY CITIZEN ADVISORY BOARDS  
AND COMMISSIONS**



**APPENDIX G**  
**MULTNOMAH COUNTY CITIZEN ADVISORY BOARDS AND COMMISSIONS**

There are forty citizen advisory committees that advise County Department Directors and the Board of County Commissioners on a variety of topics:

1. Agricultural Board of Review
2. Board of Equalization
3. Building Code Board of Appeals
4. Citizen Budget Advisory Committee
5. Citizen Involvement Committee
6. City/County Advisory Committee on Disabled (CCACD)
7. Community Corrections Advisory Committee
8. Community Health Council
9. Economic Development Advisory Commission
10. Emergency Medical Services Advisory Board
11. Exposition Center Advisory Committee
12. Food Service Advisory Board
13. Investment Advisory Board
14. Justice Coordinating Council
15. Juvenile Court Advisory Council
16. Juvenile Services Commission
17. Mental Health Advisory Board
18. Merit System Civil Service Council
19. Metropolitan Arts Commission
20. Metropolitan Human Relations Commission
21. Multnomah Council of Chemical Dependency
22. Multnomah County Community Action Agency Administering Board (MCCAA)
23. Multnomah County Library Board of Trustees
24. Parks Commission
25. Planning Commission
26. Plumbing Code Board of Appeals
27. Portland, Multnomah Commission on Aging
28. Primary Prevention Advisory Committee
29. Welfare Board
30. Ambulance Rate Structure Task Force
31. Blue Lake Task Force
32. City-County Services Evaluation Task Force
33. City-County Task Force on Housing the Homeless
34. Communications Task Force for the Sylvan and Dunthorpe Communities
35. City-County Emergency Basic Needs Committee
36. DUII Action Program Advisory Board
37. New Horizons Fair Housing Task Force
38. Project Self Sufficiency Task Force
39. Task Force on Potentially Dangerous and Chronically Mentally Ill Persons
40. Sheriff's Office Restitution Center Community Advisory Committee



## APPENDIX H: GOOD-FAITH EFFORTS



## **APPENDIX H**

### **DEMONSTRATING GOOD-FAITH EFFORTS**

For the purposes of this plan, good-faith efforts shall be defined as an honest attempt to reach affirmative action goals and to carry out the intent of this plan. Such efforts may be demonstrated in the following manner:

1. Records substantiating that a policy statement committing the unit to equal employment opportunity and affirmative action practices has been issued to staff.
2. Records substantiating that the County's affirmative action plan has been made available to all employees.
3. Records substantiating that managers and supervisors within the work unit have received EEO training.
4. Records substantiating the provision of reasonable accommodation to disabled persons.
5. Records substantiating that all eligible persons are encouraged to receive training regardless of their protective class persons.
6. Records substantiating that part-time, training, and seasonal employment opportunities are made available to protected class persons.
7. Records substantiating that the County's EEO Policy and Federal EEO Policy is posted in the work unit.
8. Records substantiating the dissemination of the EEO grievance procedure to all personnel.
9. Records documenting each organizational unit's progress toward meeting goals to address underutilization.
10. Records documenting exit interviews and nondiscriminatory reasons for leaving.
11. Records substantiating actions taken to reduce and/or eliminate illegal discrimination and/or harassment complaints.
12. Records documenting any actions or efforts undertaken to meet the County's affirmative action objectives.



## APPENDIX I: RECRUITMENT STRATEGIES



## APPENDIX I

### RECRUITMENT STRATEGIES

Recruitment is the process through which departments take news of their job openings into the community and, through personal contacts and the use of advocate and community groups, encourage qualified applicants to apply. Developing a large pool of female, disabled, and minority applicants is an important step in bringing new target-group individuals into the department labor force. Traditionally, however, recruitment has consisted of activities such as placing advertisements in large newspapers, notifying state employment services or simply spreading information by word-of-mouth. Unfortunately, such activities usually prove unsuccessful in reaching or attracting under-represented groups. Focused recruitment is a technique intended to assure that the applicant pool includes a greater number of under-represented individuals to compete in the selection process.

#### OVERVIEW OF FOCUSED RECRUITMENT

Focused recruitment is a set of special recruitment activities usually undertaken when an examination is to be given for a target class.\* By limiting general publicity and focusing recruitment activities on target-group communities, the department will be able to develop an applicant pool which includes a high proportion of under-represented group members. The qualified members of this group will then move through the hiring process and, ideally, be hired into the target class.

#### SMALL BUT IMPORTANT ITEMS TO REMEMBER

Timing - recruitment efforts must be timed so that target groups have ample time to receive and return applications before the final filing date.

Job announcements and recruitment materials should be checked for easy readability.

General publicity and bulletin distribution should be minimized for target examinations. Nevertheless, it is important not to exclude nontarget groups.

It is important to use departmental employees who are members of the target group as potential contact with the targeted community.

The Affirmative Action Office has published a targeted group directory to assist with recruitment efforts.

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\* Target classes are those classes which either (1) provide the greatest opportunities for bringing women, minorities, and disabled persons into the County system and which provide opportunities for career advancement; or (2) are important in the department's classification structure, but which have experienced great difficulty in reaching parity.



## Methods and Techniques

1. In addition to the recruiting activities of Employee Services, use personalized recruitment and follow-up.
2. Make on-site visits to community organizations that provide employment services, and inform them on employment opportunities and job skills you are seeking.
3. Encourage County employees to assist in your recruitment efforts.
4. Develop and distribute special recruiting literature to target populations.
5. Explore the potential or re-engineering positions for filling at trainee level.
6. Emphasize paid and volunteer work experience over formal education when developing position qualifying factors.
7. Identify positions which could require bilingual/cultural abilities as well as other skills.

## DISABLED APPLICANTS/EMPLOYEES

Recruiting disabled employees is a very important part of the affirmative action program but is sometimes overlooked because it requires a few extra activities. Disabled employees form a very large resource, which is just now being tapped by the County. Assertive recruitment is needed to let disabled persons know that the County is very interested in their employment and that structural access and reasonable accommodation to their disabilities will be provided. Below are some hints for conducting recruitment for disabled employees:

Job announcements should mention the department's desire to hire disabled persons. The handicapped access symbol should also be displayed.

The department's disability access policy should be distributed and/or posted.

Groups to contact for special assistance:

- Department of Rehabilitation
- Veterans Administration
- Veterans groups
- Local rehabilitation facilities



## **APPENDIX J: CRITERIA FOR EVALUATING MANAGERS**



# SUGGESTED CRITERIA FOR AFFIRMATIVE ACTION EVALUATION OF MANAGERS' PERFORMANCE

A. Personal commitment/understanding: demonstrates interest in, and sensitivity to, EEO issues by taking individual actions which indicate to others his/her level of EEO knowledge and concern.

Criteria #1 - Steps to assure acceptance of minorities, women, handicapped, and older persons in the workforce;

OUTSTANDING	ABOVE AVERAGE	AVERAGE	NEEDS IMPROVEMENT	UNSATISFACTORY
Speaks favorably about minorities, women, handicapped, and older workers, and their participation in the work group.	Monitors the placement of minorities, women, handicapped, and older persons.	Numerically integrates minorities, women and handicapped into the workforce environment.	Is slow to recognize and correct disparate treatment of minorities, women, handicapped, and older workers.	Speaks unfavorably about minorities/ women/handicapped/ older workers in the hearing of others.
Commends others for efforts to integrate minorities, women, handicapped, and older workers into the informal organization.	Develop corrective plan for staff whose continued use of inappropriate conduct is offensive to women, minorities, handicapped, and older workers.	Always introduces new employees to staff members.	Has to be pushed to correct inappropriate conduct which may be offensive to minorities, women, handicapped, and older workers.	Disregards staff's inappropriate conduct which may be offensive to minorities, women handicapped, and/or older workers.
Identifies and provides information to staff on behaviors which may be offensive to minorities, women, handicapped, and older workers.	Assigns minorities, women, handicapped, and older workers to leadership roles in office activities and projects.	Personally talks to employees whose inappropriate conduct may be offensive to women, minorities, and older workers.	Lacks interest in identifying personal mannerisms or behavior which may offend minorities, women, handicapped, and older workers.	Does not treat all staff equally and fairly; shows preferential treatment.
Encourages staff to treat all employees fairly.	Arrange for staff to provide assistance to new employees in their adjustment and orientation to the work environment.	Treats all employees fairly; shows no preferential treatment.	Has personal practices, mannerisms, or behavior which may offend minorities, women, handicapped, and/or older workers.	
	Assure that training facilities to which employees are sent have accommodations for handicapped persons.	Adheres to agency requirements for reasonable accommodation to the needs of handicapped employees.	Inconsistent in introducing new employees to other staff members.	



A. Criteria #2 - Efforts to maintain a harmonious environment free of discrimination:

OUTSTANDING	ABOVE AVERAGE	AVERAGE	NEEDS IMPROVEMENT	UNSATISFACTORY
Identifies and recommends changes to correct systemic problems within the agency which give rise to discrimination.	Identifies and corrects internal problems before they give rise to formal complaints.	Absence of allegations or complaints of discrimination.	Significant discrimination complaints by staff occur frequently.	Shows an uncooperative behavior in trying to resolve allegations of discrimination.
Provides leadership and initiative within the agency EEO program.	Skill in resolving differences between persons of conflicting interests.	Resolves informal complaints.	Supports EEO concepts on the surface but does little to promote them in practice.	Promotes discord through the unfair and disparate treatment of some employees.
Develops a high level of staff morale through sensitive treatment and handling of staff.	Demonstrates skill in sensitizing staff to the mutual benefits of EEO.	Encourages a harmonious environment by a balanced treatment of all staff.	Must be pushed to resolve employee conflict or problems.	Fosters employee conflicts by gossiping about discrimination issues.
Initiates actions to assist minorities, women, handicapped, and older workers in overcoming impediments.	Participates in self-development activities which would enrich his/her understanding of organizational behavior and group interaction.	Participates in employee relations training.	Lacks interest in implementing EEO principles, requirements.	Maintains poor relationships with minorities, women, handicapped, and/or older workers.
	Demonstrates sensitivity to the adverse impact of Personnel decisions on minorities, women, handicapped, and older workers.	Encourages staff to resolve interpersonal conflicts among themselves.	Slow to resolve informal complaints of individuals.	Ignores agency guidelines, AA Plan and/or EEO requirements in supervising staff.



A. Criteria 73 - Efforts to stay abreast of, or increase knowledge of, EEO/AA responsibilities:

OUTSTANDING	ABOVE AVERAGE	AVERAGE	NEEDS IMPROVEMENT	UNSATISFACTORY
Participates in the development of the agency EEO/AA Plan.	Keeps abreast of recent developments, guidelines and regulations on EEO/AA.	Is familiar with EEO/AA principles, guidelines; knows agency EEO/AA Coordinator.	Lacks interest in agency EEO/AA Plan.	Lacks familiarity with EEO/AA principles; does not know the agency Coordinator or the AA Plan.
Analyzes recently issued EEO/AA guidelines and regulations, decisions and recommends policy to implement them.	Works closely with agency EEO/AA Coordinator and implementation of EEO/AA requirements.	Has attended EEO/AA training within the rating period.	Has to be pushed to participate in EEO/AA training.	Does not participate in EEO/AA training.
Develops and conducts training for staff on EEO/AA issues and Plan.		Is knowledgeable about agency EEO/AA Plan and supervisory responsibilities.	Is slow to learn EEO/AA principles, guidelines.	
			Is uncertain about EEO/AA requirements and responsibilities.	



- B. Recruitment/Selection: the goal of recruiting and filling vacancies with candidates from all segments of the community and to select a staff which is representative of the labor force.

Criteria #1 - Efforts to recruit and provide for a representative applicant pool from which selections can be made.

OUTSTANDING	ABOVE AVERAGE	AVERAGE	NEEDS IMPROVEMENT	UNSATISFACTORY
Uses non-traditional recruitment sources to locate minority, women, handicapped, and older applicants.	Actively seeks and encourages minorities, women, handicapped, and older workers to apply for positions.	Encourages handicapped, women, minorities, and older workers to apply for vacancies.	Takes a passive approach to considering women, minorities, handicapped, and older workers for vacancies.	Discourages minorities, women, handicapped, and older workers from applying for vacancies.
Meets with women, minority, handicapped, and older worker groups soliciting their support.	Consults with Personnel Services to assure that minorities, women, handicapped, and older workers are included in the applicant pool from which selections are made.	Analyzes the applicant pool to determine underrepresentation.	Does not initiate any recruitment or outreach efforts.	Establishes qualifications for positions which are not job related and which tend to exclude minorities, women, handicapped, and older workers.
Eliminates unnecessary qualifications which are not job related and which tend to exclude or have an adverse impact on minorities, women, handicapped, or older workers.	Is proactive in recruitment efforts towards minorities, women, handicapped, and older workers.	Uses a wide variety of recruitment resources.	Never does anything positive to assure that women, minorities, handicapped, and older workers are considered for vacancies.	Limits referrals to the "old boy" network.
		Participates in training on staffing and recruitment techniques.	Is satisfied selecting from applicants referred by Personnel Services even though women, minorities, handicapped, and older workers may be excluded.	Is unfamiliar with staffing and recruitment techniques.



B. Criteria #2 - The extent to which numerical hiring goals in support of the agency EEO/AA Plan are achieved.

OUTSTANDING	ABOVE AVERAGE	AVERAGE	NEEDS IMPROVEMENT	UNSATISFACTORY
Far exceeds hiring goals.	Meets and exceeds hiring goals.	Analyzes the makeup of the work unit to identify underrepresentation of minorities, women, handicapped, and older workers.	Sets goals and objectives that are inconsistent with resource capabilities.	Does not set hiring goals in support of AA.
Reviews agency policy, procedures and practices to identify problems that may impede the achievement of hiring goals.	Participates in the development of agency hiring goals in support of AA.	Establishes realistic and attainable hiring goals.	Has to be pushed to determine underrepresentation in the work unit.	Lacks knowledge of underrepresentation of minorities, women, handicapped, and older employees in the work force.
Provides leadership and participates in the establishment of realistic and attainable agency-wide goals.	Analyzes hiring patterns to determine if minorities, women, handicapped, and older workers are being selected primarily for non-professional, routine, clerical type positions and if so takes steps to correct.	Plans short-range action steps to achieve hiring goals.	Sets long-range goals but fails to plan actions to achieve them.	Makes disparaging comments about the need to hire minorities, women, handicapped, and older workers.



B. Criteria #3 - Efforts to assure selections are based on merit and job related factors.

OUTSTANDING	ABOVE AVERAGE	AVERAGE	NEEDS IMPROVEMENT	UNSATISFACTORY
Participates in training and self-development activities to improve knowledge of personnel appraisal and selection techniques.	Participates in the development of agency selection procedures.	Uses job related factors in selecting applicants for employment.	Takes a passive approach to establishing valid job related selection criteria for use in filling vacancies.	Is frequently involved in pre-selection.
Has a working knowledge of uniform guidelines on employee selection procedures.	Reviews selection criteria to determine their current job relatedness, validity and reliability.	Is familiar with the agency policies on filling vacancies.	Is insensitive to and lacks interest in the EEO implications of selections to fill vacancies.	Does not give full consideration to women, minorities, handicapped, and older workers.
	Analyzes selection rates to determine adverse impact.	Balances merit, job related factors and EEO/AA when filling vacancies.		Selects women, minorities, handicapped, and/or older workers for non-professional jobs even though they may be referred for higher positions.
	Selects qualified women, minorities, handicapped, and older workers for professional positions and decision-making roles.			Has no selection criteria for use in filling vacancies.

Source: Affirmative Action Plan Preparation Manual, 1989-91 Biennium, State of Oregon.



**1990 Census Population**

**- Data -**



State of Oregon  
EMPLOYMENT DIVISION  
Department of Human Resources

1990 Census Population

Research and Statistics  
October 8, 1991

	Total	White Not Hisp.	%	Black Not Hisp.	%	Am.Ind. Not Hisp.	%	Asian & P.I. Not Hisp.	%	Other Not Hisp.	%	Hispanic	%
Oregon	2,842,321	2,579,732	90.8%	44,982	1.6%	35,749	1.3%	67,422	2.4%	1,729	0.1%	112,707	4.0%
Eugene- Springfield MSA	282,912	265,391	93.8%	2,040	0.7%	3,017	1.1%	5,419	1.9%	193	0.1%	6,852	2.4%
Medford MSA	146,389	136,957	93.6%	319	0.2%	1,722	1.2%	1,386	0.9%	56	0.0%	5,949	4.1%
Portland PMSA 1/ Salem MSA 2/	1,239,842	1,101,442	88.8%	37,852	3.1%	10,277	0.8%	45,299	3.7%	923	0.1%	44,049	3.6%
	278,024	246,363	88.6%	2,231	0.8%	3,674	1.3%	4,527	1.6%	202	0.1%	21,027	7.6%
Baker	15,317	14,829	96.8%	29	0.2%	137	0.9%	45	0.3%	1	0.0%	276	1.8%
Benton	70,811	64,103	90.5%	580	0.8%	501	0.7%	3,845	5.4%	47	0.1%	1,735	2.5%
Clackamas	278,850	263,965	94.7%	1,107	0.4%	1,824	0.7%	4,723	1.7%	102	0.0%	7,129	2.6%
Clatsop	33,301	31,756	95.4%	99	0.3%	361	1.1%	419	1.3%	18	0.1%	648	1.9%
Columbia	37,557	36,067	96.0%	37	0.1%	485	1.3%	273	0.7%	11	0.0%	684	1.8%
Coos	60,273	56,879	94.4%	133	0.2%	1,338	2.2%	556	0.9%	14	0.0%	1,353	2.2%
Crook	14,111	13,455	95.4%	11	0.1%	207	1.5%	47	0.3%	3	0.0%	388	2.7%
Curry	19,327	18,367	95.0%	31	0.2%	444	2.3%	121	0.6%	10	0.1%	354	1.8%
Deschutes	74,958	72,303	96.5%	78	0.1%	609	0.8%	426	0.6%	16	0.0%	1,526	2.0%
Douglas	94,649	90,196	95.3%	140	0.1%	1,428	1.5%	629	0.7%	31	0.0%	2,225	2.4%
Gilliam	1,717	1,668	97.1%	0	0.0%	10	0.6%	9	0.5%	0	0.0%	30	1.7%
Grant	7,853	7,595	96.7%	6	0.1%	86	1.1%	14	0.2%	0	0.0%	152	1.9%
Harney	7,060	6,544	92.7%	2	0.0%	252	3.6%	39	0.6%	2	0.0%	221	3.1%
Hood River	16,903	13,628	80.6%	36	0.2%	186	1.1%	284	1.7%	17	0.1%	2,752	16.3%
Jackson	146,389	136,957	93.6%	319	0.2%	1,722	1.2%	1,386	0.9%	56	0.0%	5,949	4.1%
Jefferson	13,676	9,590	70.1%	20	0.1%	2,551	18.7%	62	0.5%	5	0.0%	1,448	10.6%
Josephine	62,649	59,521	95.0%	123	0.2%	802	1.3%	434	0.7%	20	0.0%	1,749	2.8%
Klamath	57,702	51,704	89.6%	352	0.6%	2,202	3.8%	442	0.8%	18	0.0%	2,984	5.2%
Lake	7,186	6,689	93.1%	5	0.1%	178	2.5%	41	0.6%	3	0.0%	270	3.8%
Lane	282,912	265,391	93.8%	2,040	0.7%	3,017	1.1%	5,419	1.9%	193	0.1%	6,852	2.4%
Lincoln	38,889	36,962	95.0%	63	0.2%	926	2.4%	329	0.8%	11	0.0%	598	1.5%
Linn	91,227	87,081	95.5%	171	0.2%	1,001	1.1%	765	0.8%	32	0.0%	2,177	2.4%
Malheur	26,038	19,839	76.2%	63	0.2%	177	0.7%	783	3.0%	21	0.1%	5,155	19.8%
Marion	228,483	201,218	88.1%	2,039	0.9%	2,970	1.3%	3,874	1.7%	157	0.1%	18,225	8.0%
Morrow	7,625	6,688	87.7%	8	0.1%	65	0.9%	30	0.4%	9	0.1%	825	10.8%
Multnomah	583,887	497,700	85.2%	34,415	5.9%	6,122	1.0%	26,626	4.6%	634	0.1%	18,390	3.1%
Polk	49,541	45,145	91.1%	192	0.4%	704	1.4%	653	1.3%	45	0.1%	2,802	5.7%
Sherman	1,918	1,853	96.6%	0	0.0%	24	1.3%	13	0.7%	0	0.0%	28	1.5%
Tillamook	21,570	20,765	96.3%	38	0.2%	231	1.1%	154	0.7%	8	0.0%	374	1.7%
Umatilla	59,249	51,303	86.6%	350	0.6%	1,746	2.9%	503	0.8%	40	0.1%	5,307	9.0%
Union	23,598	22,612	95.8%	99	0.4%	226	1.0%	268	1.1%	12	0.1%	381	1.6%
Wallowa	6,911	6,738	97.5%	6	0.1%	31	0.4%	23	0.3%	0	0.0%	113	1.6%
Wasco	21,683	19,474	89.8%	59	0.3%	844	3.9%	235	1.1%	6	0.0%	1,065	4.9%
Washington	311,554	280,239	89.9%	1,986	0.6%	1,575	0.5%	13,190	4.2%	163	0.1%	14,401	4.6%
Wheeler	1,396	1,370	98.1%	1	0.1%	11	0.8%	2	0.1%	0	0.0%	12	0.9%
Yamhill	65,551	59,538	90.8%	344	0.5%	756	1.2%	760	1.2%	24	0.0%	4,129	6.3%

1/ Portland PMSA includes Clackamas, Multnomah, Washington and Yamhill counties.

2/ Salem MSA includes Marion and Polk counties.



## APPENDIX L: CIVIL RIGHTS LAW COVERAGE



Statute	Coverage	Basic Requirements	Enforced By
Age Discrimination In Employment Act	Employers with 20 or more employees	Prohibits discrimination in employment against individuals aged 40 or over	EEOC
Americans with Disabilities Act (ADA)	Employers with 25 or more employees are covered as of July 26, 1992; employers with 15 or more employees covered as of July 26, 1994	Prohibits discrimination in employment against individuals with a disability	EEOC
Civil Rights Act, Title VII	Employers with 15 or more employees	Prohibits discrimination in employment based on race, color, sex, religion, national origin	EEOC
Civil Rights Act of 1991	Employers covered by Title VII or by the ADA	Among other things, allows for jury trial and compensatory and punitive damages in cases brought under Title VII or the ADA if intentional discrimination is charged	EEOC
Equal Pay Act	All employers covered by the Fair Labor Standards Act, i.e., all employers engaged in interstate commerce	Requires equal pay between employees of different sexes for equal work	EEOC
Executive Order 11246	Employers who are government contractors	Requires nondiscriminatory employment practices of all contractors; requires contractors with 50 or more employees and contracts of \$50,000 or more to implement written affirmative action plan for women and minorities	Office of Federal Contract Compliance Programs (OFCCP) in the Labor Department
Vocational Rehabilitation Act	Employers who are government contractors or receive federal financial assistance	Prohibits discrimination in employment against individuals with disabilities	OFCCP, Secretaries of Health and Human Services and of Education



## APPENDIX M: Glossary



## GLOSSARY

### A.A.P. (or AAP):

Commonly used "short hand" reference to affirmative action plan or affirmative action program.

### Adverse Treatment:

Action that would in any way deprive an individual of employment or education opportunity or negatively affect his or her status.

### Affected Class:

Those groups of persons who are protected by anti-discrimination law who because of past discrimination continue to suffer the effects of such discrimination. (See also "protected class.")

### Affirmative Action:

Affirmative action means a method of eliminating the effects of past and present discrimination intended or unintended, that are evident or indicated by analysis of present employment patterns, practices, or policies.

### Applicant Flow:

The number of applicants applying for a particular job over a given period of time, analyzed by gender and racial/ethnic characteristics.

### Applicant Pool:

Total of those persons who have applied for a particular position (or who have applications on file) from which an employee may be selected.

### Availability Pool:

Total of those persons in the relevant work force, i.e., those persons including the protected classes, who meet the minimum qualifications for any available position.

### Collective Bargaining Agreement:

The Contractual agreement which an employer and a union reach after negotiations.

### Discrimination:

The failure to treat equals equally: violation of federal, state, county, or city laws or policies prohibiting discrimination.



## Equal Employment Opportunity Commission (EEOC):

Independent federal agency created by the 1964 Civil Rights Act, Title VII as amended. Responsible for administering Title VII, EEOC may bring suit, subpoena witnesses, issue guidelines which have the force of law, render decisions, provide technical assistance to employers, provide legal assistance to complainants (and others). The EEOC investigates complaints of discrimination in employment and finding probable cause attempts to achieve conciliation agreements and may bring a failed conciliation to court of law. The EEOC also is responsible for administering the Equal Pay Act of 1963 and the Age Discrimination in Employment Act.

### Goals:

Good-faith measurable objectives which an employer voluntarily sets as a minimum progress to be made within a certain time period through all-out efforts at outreach, etc. Federal agencies consider goals and objectives proper and legal responses to under-utilization. Goals with timetables (an established time frame) are routinely required of federal contractors by Executive Order 11246. Goals -- in affirmative action plans for including racial/ethnic persons and women within a system, are not to be confused with quotas designed to keep people out of a system. "Quotas" for bring women and/or racial/ethnic persons into an employer's work force in sufficient numbers to achieve equity with their numbers in the relevant work force can be ordered by the courts (or by certain compliance agencies in a volunteer agreement) where proof exists of a pattern and practice of past and continuing discrimination by an employer that has refused to take voluntary action required to eliminate the inequity.

### Good-Faith Efforts:

A term used to describe honest attempts to reach affirmative action goals.

### Labor Force:

This term refers to all working people, plus those unemployed and actively seeking employment.

### OCR:

Office of Civil Rights. OCR's are found in all of the various federal departments.

### OFCCP:

The Office of Federal Contract Compliance -- the agency within the U.S. Department of Labor that is designated by the DOL to be responsible for coordinating the effort and issuing guidelines for compliance with Executive Order 11246, as amended. Responsibility to oversee compliance with Executive Order 11246 according to Revised Orders 4 and 14 that are issued by OFCCP is further designated to various other agencies of the federal government.



OMB:

Office of Management and Budget -- federal office responsible for management related coordination among agencies.

Veterans Assistance Act of 1972:

Federal law requiring affirmative action in employment for Vietnam Era Veterans.

Veteran's Preference:

A practice under which individuals who meet certain qualifying standards and have served in the armed forces of the United States are given preferential treatment in hiring.

Vietnam Era Veteran:

For the purposes of compliance with the affirmative action requirements of the Veterans Assistance Act of 1972, is defined as "a person (1) who (i) served on active duty for a period of more than 180 days, any part of which occurred between August 5, 1964 and May 7, 1975, and was discharged or released therefrom with other than a dishonorable discharge, disability within 48 months preceding the alleged violation of the Act, the affirmative action clause, and/or the regulations issued pursuant to the Act.

Work Force:

The total of all permanent authorized positions within the department. Such positions in the classified service include only permanent full-time and permanent part-time positions, excluding those specifically exempted by the appointing authority.

Work Force Analysis:

A statistical study of the numbers and percentage of employees by race, sex, ethnic origin in each job category and rank for all employees of a specific employer. The analysis also includes an accounting of the utilization or under-utilization of the protected class employee as compared with their availability in the relative work force.



**APPENDIX N: TDD Users for Multnomah County**



TTD USERS FOR MULTNOMAH COUNTY

Aging Services, 421 SW 5th .....	248-3683
County General Information, 1021 SW 4th .....	248-5040
Elections, 1040 SE Morrison .....	248-3729
Employee Services, 1120 SW 5th .....	248-5170
Information & Referral (Health Div.), 426 SW Stark (Voice & TDD) .....	248-3816
Central Library, 801 SW 10th .....	248-5246
Sheriff's Office, 12240 NE Glisan .....	760-2212



## **APPENDIX O: Honoring Diversity**



## Resolution Honoring Diversity

- Whereas: Multnomah County has become home to peoples of many cultures; and
- Whereas: Each citizen, as an individual, has a unique history, culture, and ability; and
- Whereas: Diversity adds strength, richness of texture, depth and creativity to our County; and
- Whereas: The acceptance of diversity enhances the harmony, teamwork and sense of community of Multnomah County; and
- Whereas: Respect for diversity should be manifested not only by the individual, family and community, but also by Multnomah County; and
- Whereas: Travelers from around the world visit Oregon, enjoy our hospitality and return to their place of origin with an indelible impression of our community; and
- Whereas: The metropolitan area has an economic interdependence with all cultures and parts of the world; and
- Whereas: Multnomah County employees are official representatives of County government and have the opportunity to provide a model of respect and acceptance toward others;

Now, Therefore, Be It Resolved: That the Multnomah County Board of Commissioners and employees of the County will provide, through word and actions, an example for its citizens and guests that all cultures shall be recognized, honored and mutually respected.

*Passed by the Multnomah County Board of Commissioners, July 22, 1993*

Stand Up For Portland is on Sat., Aug. 21 at Waterfront Park!  
Come and be part of the celebration of Diversity!

METROPOLITAN  
HUMAN RIGHTS COMMISSION

1120 SW Fifth Avenue, P.m. 516  
Portland, Oregon 97204-1989





**CITY/COUNTY  
AFFIRMATIVE ACTION OFFICE**

**Robert Phillips**  
Affirmative Action/EEO Officer  
1220 S.W. Fifth Avenue, Room 104  
Portland, Oregon 97204  
(503) 823-4164



January 31, 1994

**MEMORANDUM**

**TO:** Beverly Stein, Chair  
Dan Saltzman, Commissioner  
Gary Hansen, Commissioner  
Tanya Collier, Commissioner  
Sharron Kelley, Commissioner

**FROM:** Robert Phillips *RP*  
Affirmative Action Officer

**SUBJECT:** City-wide Survey Results

1994 FEB - 1 AM 9:45  
COUNTY CLERK  
MULTNOMAH COUNTY  
OREGON

The City of Portland recently completed a citizens survey to measure general attitudes and priorities for services.

I found the information to be of value, and thought you would also find it interesting.

In reviewing the results which come from Southwest, West/Northwest, Southeast, Central Northeast, East, North, and Inner Northeast Portland, you should evaluate the responses based on the questions asked in the news-sheet attached.

RP/vm

Attachment

survey

AN EQUAL OPPORTUNITY EMPLOYER



# Davis & Hibbitts, Inc.

Market and Public Opinion Research

921 S.W. Morrison, Suite 424, Portland, OR 97205  
Phone (503) 220-0575, FAX 220-0576

January 27, 1994

TO: City of Portland

FROM: Davis and Hibbitts, Inc.

RE: 1994 City of Portland Budget Surveys - Key Findings

## I. INTRODUCTION

Davis & Hibbitts, Inc. (DHI) is pleased to present the results of five surveys conducted during January to assist the City of Portland in developing its budget. The surveys were part of an effort to involve citizens in the budget process and to measure attitudes related to budget issues.

The study consisted of two self-administered questionnaires and a random sample telephone survey of 402 city residents. The self-administered questionnaires were completed by residents who attended seven community forums and the Budget Advisory Committee (BAC), making for a total of eight citizen groups. One of the self-administered questionnaires was provided as an insert in the FOODday section of The Oregonian as part of an educational packet about the budget process. The questionnaire used for the random sample telephone survey was nearly identical to the general attitudes questionnaire used in the forums and for FOODday. The second self-administered questionnaire utilized the technique of Scaled Comparisons and was completed only by participants in the eight citizens meetings.

Each of the four questionnaires measured general attitudes toward the neighborhood and city, needs of neighborhoods and city, city government services and projects, and city goals and priorities. The questionnaires were all designed in consultation with the city.

While many demographic variables were assessed in the surveys, the key demographic variable was location based on a breakdown of zip codes provided to DHI by the City. Seven areas were identified: Southwest, West/Northwest, Southeast, Central Northeast, East, North, and Inner Northeast.



Percents of respondents by location were very similar for the phone and FOODday samples, but the forum sample was quite different from the other two. This was most likely due to differences between community forums related to meeting dynamics. Statistical weighting was used on the forum sample to bring the percents by location in line with the telephone and FOODday samples.

Since zip code was the key demographic split, any respondent reporting a zip code not on the list provided by the city, and all respondents not reporting a zip code, were dropped from the sample. The final sample consisted of 402 telephone respondents, 457 forum respondents, 59 BAC respondents, and 1,805 FOODday respondents.

Statement of Limitations. Any sampling of behavior and attitudes is subject to a margin-of-error, which represents the difference between a sample of a population and the total population. For the telephone sample size of 402, if the respondents answered a particular question in the proportion of 90% one way and 10% the other way, the margin of error would be  $\pm 2.93\%$ . If they answered 50% each way, the error margin would be  $\pm 4.89\%$ . These plus-minus figures represent the differences between the sample and the total population, at the 95% confidence interval.

As the other samples (BAC, forum, and FOODday) did not utilize random samples, it is not appropriate to compute margins-of-error for them. These findings could actually be considered census information for specific subgroups of the general population.

Results from the telephone sample were thoroughly assessed for demographic interactions using all demographic variables. The forum and FOODday samples were assessed by zip group location only and will follow discussion of the phone results within each section. The BAC sample was too small for any subgroup analysis, and BAC results will be considered within each forum subsection. Only results which are statistically significant and considered useful for planning and policy making purposes will be discussed.



## **II. GENERAL FEELINGS ABOUT NEIGHBORHOOD AND CITY INCLUDING BIGGEST NEED**

### **Your Neighborhood**

Telephone. Respondents were asked to rate how they felt about 'your neighborhood,' using a 0 to 100 degree temperature scale. The mean of 70 degrees indicates a rating between neutral and warm.

Respondents were asked what the one biggest need in their neighborhood was that they felt the city council could do something about. The clear standout was to ensure public safety against crime (24%), followed by to reduce traffic flow and traffic congestion (8%). The next highest was to increase road repair and maintenance (5%).

Significant interactions. By location, respondents from Inner Northeast offered the lowest temperature rating (59 degrees), while Southwest respondents offered the highest (78 degrees). Comparably low was Central Northeast (63 degrees), and all other areas ranged from 68 to 71 degrees. Length of residence in the Portland area showed a curvilinear relationship, where respondents living here between 3 and 10 years (73 and 76 degrees) offered highest ratings, new residents, under 2 years, (60 and 53 degrees) offered lowest ratings, while longer term residents (11 or more years) fell between the extremes (68 and 71 degrees).

Respondents with no high school diploma offered the lowest temperatures (57 degrees), respondents from graduating high school through studying for a post graduate degree were similar and in the middle (68 to 73 degrees), and respondents with a post graduate degree offered the highest temperature rating (79 degrees). Registered voters offered a higher rating than unregistered voters (71 to 58 degrees).

Respondents earning under \$15,000 offered the lowest rating (64), respondents earning between \$15,000 and \$50,000 offered middle ratings (69 and 68 degrees), and respondents earning \$50,000 and over offered highest ratings (77 and 79 degrees).

Forum and FOODday. Forum respondents offered a 71 degree rating, BAC respondents offered a 72 degree rating, and FOODday respondents offered a 68 degree rating. Among forum respondents, those living in the West Northwest (84 degrees) and Southwest (79 degrees) offered higher ratings, compared to respondents from North (68 degrees) and Southeast (65 degrees).

The same two forum high groups were also high for FOODday (79 and 75



degrees), North was the lowest (60 degrees), and all other groups were spread between 64 and 70 degrees.

### **Your City**

Telephone. Respondents were asked to repeat the same temperature rating for 'your city,' and the mean for the telephone survey was 69 degrees.

This degree rating agrees with the 63% of respondents who said Portland as a whole is headed in the right direction (compared to 27% who chose wrong direction, with 10% being unsure).

Respondents were asked what was the one biggest need for the city as a whole which they felt the city council could do something about, and similar to the respondents for 'your neighborhood,' 24% mentioned to ensure public safety against crime, followed by 8% mentioning to reduce influence of gangs. Three responses followed with 5% each; assist and/or reduce the homeless population, find funding for education, and improve education quality.

Significant interactions. Registered voters offered significantly higher temperature ratings than unregistered voters (69 to 61 degrees).

Forum and FOODday. The forum sample offered a temperature rating of 68 degrees, the BAC offered 75 degrees, and FOODday offered 62 degrees. Forum and FOODday both had significant location interactions. For the forum sample, respondents from West Northwest offered higher temperature ratings than respondents from Southeast, Central Northeast, and East (mid 70s compared to mid 60s).

For the FOODday sample, West Northwest, Inner Northeast, and Southwest offered higher temperature ratings than did North, Southeast, and East (upper 60s compared to mid 50s to 61 degrees), and Central Northeast fell between the extremes.

Summary. Overall, positive feelings were noted for the two areas. All except the BAC sample offered a similar pattern, where one's neighborhood was rated highest.

By location of residence, the results depended on the sample. However, it appeared that the two most affluent areas (West Northwest and Southwest) were rated higher by their residents than the other areas. On the other hand, less affluent areas did not follow a specific pattern.



### **III. IMPORTANCE RATINGS FOR CITY GOVERNMENT SERVICES**

**Telephone.** Respondents were asked to get a pen or pencil and to write down a list of 12 city government services. Respondents were read short descriptions of each service and were asked to choose the one they felt was most important, second most important, and third most important.

The clear winner for most important city service was police (39%), followed by community services (22%) and economic development (10%). The standout of police was confirmed using a weighted scoring, where respondents' first choice was given 3 points, second choice was given 2 points, and third choice was given 1 point. Police received a sum of 656 points, compared to the second ranked choice of community services (435 points), housing (254 points), and economic development (235 points). Receiving few points included buildings (20 points), arts (33 points), parks and recreation (71 points), and transportation (97 points).

**Significant interactions.** Significant interactions were assessed for most important service. By gender, females chose community service more often than did males (32% to 12%), while females chose police less often than did males (35% to 43%).

**Forum and FOODday.** Considering the weighted scoring results, the forum sample chose police first (1,462 points), followed by community services (904), economic development (696), and fire (566). The BAC group also chose police first, followed by community services. The FOODday group chose the same top four as the forum sample: police (6,248), community services (3,499), economic development (2,947), and fire (2,668), in that order.

In the forum sample, it appeared that police was chosen as most important more often among North respondents than among respondents from other areas. In the FOODday sample, it appeared that there were fewer respondents who lived in the West Northwest choosing police as compared to respondents in other areas.

**Summary.** Clearly, police services was rated as most important. There was a definite gap to second most important service, that of community services. There was another gap to a third tier which usually included economic development, housing, and fire. Clearly unimportant were arts and buildings, and to some extent, parks and recreation.



#### **IV. IMPORTANCE RATINGS FOR CITY PROJECTS**

**Telephone.** Respondents were read a list of six city projects and were asked to choose the most important and second most important for the City Council to give top priority over the next five years. In addition, a weighted scoring technique was used.

In terms of both most important and weighted points, three projects were very similar in ratings. For most important, there were 23% who chose build and maintain recreational facilities such as community centers and swimming pools, 23% also chose build new fire and police stations, and 19% chose keep city streets in good repair. Definitely not chosen was only 5% for keeping city buildings in good repair. Weighted points pushed recreational facilities to the lead (251 points), followed by new fire and police stations (226 points) and keep streets in good repair (222 points), and keeping city buildings in good repair only received 67 points.

**Significant interactions.** By gender, females chose recreational facilities more than did males (29% to 18%), while females were less likely to choose keeping city streets in good repair (16% to 24%).

**Forum and FOODday.** While four of the six projects received 19% to 22% choice of most important among forum respondents, the weighted points scoring brought building recreational facilities (533 points) and keeping city streets in good repair (531) to the front. These were followed by improving streets and utilities for businesses and jobs (473), and acquiring, developing, and improving parks and open spaces (458). The BAC sample gave most points to acquiring, developing, and improving parks and open spaces. The FOODday sample placed most importance on keeping streets in good repair (2,399 points), followed by building new fire and police stations (2,001), and improving streets and utilities for businesses and jobs (1,846).

By location, FOODday respondents living in the East (34%), North (30%), and Southeast (29%) placed more importance on building new fire and police stations than did respondents from the West Northwest (15%).

**Summary.** Three services usually stood above the others: building and maintaining recreational facilities such as community centers and swimming pools, building new fire and police stations, and keeping city streets in good repair.



## V. IMPORTANCE RATINGS FOR CITY GOALS

Telephone. Respondents were read a list of nine broadly worded goals and were asked to identify the priority (low, medium, high, or urgent) that the Portland City Council should give to each goal over the next two years. It was interesting to note that two response patterns were identified, one where the largest percents of respondents split between medium and high priority, and another where percents split between high and urgent priority. The latter pattern was evident for quality education (82% combined high and urgent priorities), a safe, peaceful community (87%), and families and children (69%). The former pattern was identified for financial stability of the city (54% combined high and urgent priorities), a credible, efficient, responsive, affordable, and accessible delivery of public services (53%), a well-planned city with managed and balanced growth (51%), decent affordable housing (50%), economic vitality and security (50%), and a quality urban life (44%).

Respondents asked to choose their first, second, and third most important goal, and weighted scoring was also completed for the goals (where first choice received three points, second choice received two points, and third choice received one point).

For most important, 39% identified quality education and 31% chose a safe, peaceful community. The next highest was 7% choosing families and children. The points assignment followed these choices with 667 points for quality education and 628 points for a safe, peaceful community, with families and children receiving 227 points.

The telephone sample was asked if there were any other high priority or urgent goals for the City Council, and only one standout was noted: 11% mentioned ensuring public safety against crime. The next highest was 4.6% mentioning reducing government spending and waste.

Significant interactions. While no location of residence interactions were noted, other interactions were noted for some of the goals. The choice of quality education for high or urgent priority dropped off with age. Under age 45, percents ranged from 85% to 91%, and dropped to 67% for ages 65 and over. Families with children at home also were more likely to choose high or urgent priority (91% to 77%). Females chose high or urgent priority more than did males (89% to 74%).

Respondents with children under age 18 at home placed a higher priority (high and urgent combined) on families and children than did households with no residing children (79% to 65%). Females placed a higher priority on this goal



than did males (76% to 63%).

Although only half of respondents placed high or urgent priority on a well-planned city with managed and balanced growth, respondents with incomes between \$50,000 and \$75,000 appeared to place more priority on this goal than did respondents with lower or higher income (67% compared to 47% to 50%).

The financial stability of the city was significant by education, where less educated (no high school diploma, 40%) and more educated (graduate school attendees and graduate school graduates, both 39%) respondents place less (high and urgent combined) priority on this goal than did the 'middle' educated respondents (55% to 60%).

Economic vitality and security was less of a priority for ages 35-44 (34%) than for other ages (52% to 61%).

Forum and FOODday. The same two goals were important to the forum, BAC, and FOODday samples. In the forum sample, 28% chose quality education as most important, and 27% chose a safe, peaceful community as most important. Assigned points revealed that a safe, peaceful community (592) fared better than quality education (536).

There was a location interaction for the forum sample. Central Northeast respondents were less likely to choose quality education than respondents from other areas (61% compared to 76% to 92%).

The BAC sample identified a safe, peaceful community, and quality education, and a well-planned city with managed and balanced growth as collectively more important than the other goals. The FOODday sample chose a safe, peaceful community (34%) and quality education (31%) as highest priority, and the points assignment confirmed this (2,850 for the former, 2,472 for the latter).

Summary. Clearly, across all samples, the goals of a safe, peaceful community and quality education were identified as most important and nearly equal in priority.

## **VI. CITY PRIORITIES**

So far, we have focused on importance while not considering actual cost. This section focuses on allocation of general purpose dollars among a subset of city government services and willingness to pay for specific city projects.



## Services

Telephone. Respondents were asked to divide 100 general purpose dollars among nine services. This exercise involved tradeoffs, since more dollars for one area meant less dollars for other areas. If all services were equal, we would expect the assignment of 11 dollars to each.

Consistent with results described throughout this report, police was the clear standout with 23 dollars. Community services (15 dollars), fire (13), and economic development (11) made up a second tier of services, followed by neighborhood quality (9), transportation (8), parks and recreation (8), planning (7), and arts (5).

Significant interactions. Respondents who have lived in the Portland area for six or more years (21 to 25 dollars) gave more dollars to police than did residents of 5 years or less (14 to 18 dollars). Respondents with no high school diploma (17) and respondents with a post graduate degree (17) gave fewer dollars to police than did respondents graduating high school through graduating from a four year college (22 to 26 dollars), and respondents with post graduate study without degree were between these extremes.

Females gave more dollars for community services than did males (18 to 12 dollars).

Respondents from the North (16) and East (17) gave more dollars to fire than did respondents in other areas (9 to 14 dollars). Respondents age 18-24 (10) and 65 and over (17) were the extremes in giving dollars to fire, while respondents between 25 and 64 were similar and between these extremes (11 to 13 dollars).

Although arts received the fewest mean dollars, some interactions were noted. Respondents from the West Northwest (8 dollars) gave more dollars to arts than respondents from Inner Northeast and East (both 3 dollars). There was a near linear relationship with age where younger respondents gave more dollars to arts than older respondents (range 8 to 3 dollars). Respondents who have lived in the Portland area from 1 to 5 years (8 dollars) gave more dollars than respondents who have lived here less than one year (4 dollars) or over 6 years (5-6 dollars).

Forum and FOODday. Forum respondents also gave most dollars to police (21), second most to community services (15), and third, fourth, and fifth most to fire, economic development, and parks and recreation (all 12). Arts was lowest (5 dollars). By location, East respondents (20) gave more dollars to fire than respondents from other areas (10 to 14). Parks and recreation was given more dollars by East (15) respondents than by Inner Northeast (9) or Southwest (10)



respondents. Respondents from West Northwest and Southwest (both 14) gave more dollars to transportation than did respondents from Inner Northeast and Southeast (both 10). Respondents from West Northwest (14) gave more dollars to planning than did respondents from Inner Northeast, Central Northeast, and East (all 7).

BAC respondents gave most dollars to police (21) and community services (15), with transportation close behind (14).

FOODday respondents gave most dollars to police (24), followed by fire and community services (both 13). East respondents (27) gave more dollars to police than did West Northwest (21) and Central Northeast (22) respondents. East (15) and North (14) respondents gave more dollars to fire than did West Northwest and Inner Northeast (both 11) respondents. West Northwest respondents distinguished themselves from all other areas by giving more dollars to planning (12 compared to 5 to 8 dollars). They also appeared to give a little more to the arts (7 compared to 4 to 5 dollars).

## Projects

Above we considered the importance ratings for six city projects. Three projects stood above the others: building and maintaining recreational facilities such as community centers and swimming pools, building new fire and police stations, and keeping city streets in good repair. We now consider these same projects in terms of willingness to pay for them.

Telephone. Respondents were read a list of six city projects and were asked how willing they were to pay more for them over the next five years (not at all willing, not very willing, somewhat willing, or very willing to pay more).

Two projects stood out. There were 30% of respondents who would be very willing to pay more to build and maintain recreational facilities such as community centers and swimming pools. For this project, it is possible that community centers, and not swimming pools, accounted for its high rating, since we found community services to be given the second biggest amount of general purpose dollars. Similar to the recreational facilities, 26% of respondents said they would be very willing to pay more to acquire, develop, and improve parks and open spaces.

The other four projects received somewhat lower but similar percentages of respondents very willing to pay more. Building new fire and police stations received 21%, keeping city streets in good repair received 17%, and improving streets and utilities in support of new business and jobs and keeping buildings in



good repair both received 14%.

Significant interactions. Females were more willing to pay more (either somewhat or very) for recreational facilities than were males (79% to 65%). Females were also somewhat more likely to be willing to pay for new fire and police stations than were males (63% to 58%).

Forum and FOODday. The forum sample also had highest percents of willingness to pay more (either somewhat or very) for recreational facilities (72%), and close behind was the second ranked project of acquiring, developing, and improving parks and open spaces (69%), followed by keeping city streets in good repair (62%). This latter project was significant by location, where respondents from the Southwest (76%) were more likely to be willing to pay more than were respondents from the East (52%).

The BAC sample also chose the same top two, but in reverse order, where 86% were willing to pay more (either somewhat or very) to acquire, develop, and improve parks and open spaces, and 77% were willing to pay more for recreational facilities.

The FOODday sample differed from the other samples because four of the six projects received between 57% and 59% willing to pay more (either somewhat or very): acquiring, developing, and improving parks and open spaces (59%), keeping city streets in good repair (58%), building and maintaining recreational facilities (57%), and building new fire and police stations (57%). Improving streets and utilities for businesses and jobs received 51% willing to pay more, and keeping city buildings in good repair received 45% willingness to pay more.

Among FOODday respondents, those living in the Inner Northeast (70%), Southwest (66%), and West Northwest (64%) were more likely to be willing to pay more (either somewhat or very) for acquiring, developing, and improving parks and open spaces, as compared to respondents living in the East (43%). Also, for this same project, respondents living in the North (57%), Southeast (57%), and Central Northeast (55%) offered lower willingness percents than respondents from the Inner Northeast (70%) and possibly from the Southwest (66%), but probably not from the West Northwest (64%).

For recreational facilities, respondents from the Inner Northeast (71%) were much more willing to pay more (either somewhat or very) than respondents from the East (44%).

Summary. In terms of allocation of dollars for services, police services was given the most dollars by all groups of respondents and arts was given the least.



These two were noteworthy by their relative extremes. A second tier of importance was made up of community services, fire, and economic development.

In terms of willingness to pay more for projects, building and maintaining recreational facilities such as community centers and swimming pools, acquiring, developing, and improving parks and open spaces, and keeping city streets in good repair were usually favored over the other three projects. For the recreational facilities, evidence was presented which suggested that community centers may have been the driver for this question, as opposed to recreational facilities and swimming pools.

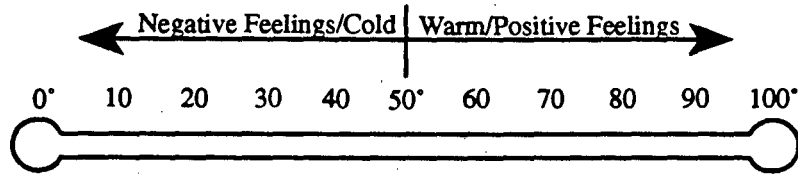
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Attachments



## FEELINGS TOWARD NEIGHBORHOOD, CITY, METRO AREA

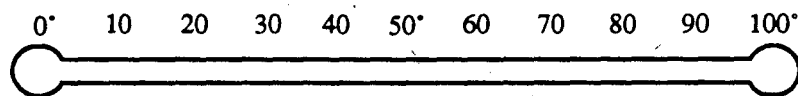
Q. How would you describe your overall feelings towards the following?

### Your neighborhood



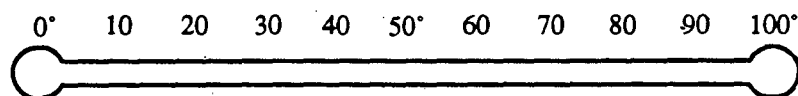
Telephone Random Sample = 70  
Community Forums = 71  
FOODday = 68  
Budget Advisory Committee = 71

### Your city



Telephone Random Sample = 69  
Community Forums = 68  
FOODday = 62  
Budget Advisory Committee = 75

### Your metropolitan area



Telephone Random Sample = 66  
Community Forums = 63  
FOODday = 58  
Budget Advisory Committee = 64



## PORTLAND'S DIRECTION

Q. Would you say things in Portland are generally headed in the right direction, or would you say things in Portland are off on the wrong track?

	Telephone Random Sample	Community Forums	FOODday	Budget Advisory Committee
Right Direction	63%	63%	53%	81%
Wrong Direction	27	22	30	6
Don't Know	10	16	17	13



## MOST IMPORTANT CITY GOVERNMENT SERVICE

Q. Which of the following city government services do you feel is most important?

	Telephone Random Sample	Community Forums	FOODday	Budget Advisory Committee
<b>Arts</b> – Supports affordable cultural activity for youth and adults, maintains public art works	1%	2%	2%	0%
<b>Buildings</b> – Construction permits, building safety, inspection of substandard housing	0	1	0	2
<b>Community Services</b> – Steering children away from gangs, shelters for the homeless, help to battered women and children	22	13	14	19
<b>Economic Development</b> – Small business assistance, creating and keeping jobs for city residents, recruiting and keeping businesses, revitalization of distressed areas	10	12	12	8
<b>Environmental Services</b> – Sewer, storm and waste water, garbage, clean river program	3	2	4	0
<b>Fire</b> – Fire fighting, emergency medical, prevention, disaster planning, hazardous materials	4	4	4	3
<b>Housing</b> – Affordable housing for low income, elderly, mentally ill, and homeless	9	7	5	3
<b>Parks and Recreation</b> – Neighborhood parks, natural areas, community centers, swimming pools, adult recreation, at-risk youth, community schools	0	6	1	3
<b>Planning</b> – Urban design, community/neighborhood planning, land use review, growth management	5	8	5	10
<b>Police</b> – Neighborhood patrol, crime prevention, drugs and vice, gang enforcement, auto theft, burglaries, child abuse and domestic violence investigation, community policing	39	41	46	39
<b>Transportation</b> – Street cleaning, maintenance and physical improvements, arterial and neighborhood traffic safety, bicycle, pedestrian, street lighting, parking management, light rail planning	3	1	1	7
<b>Water</b> – Supply, treatment, conservation, distribution	4	2	4	5



## SECOND MOST IMPORTANT CITY GOVERNMENT SERVICE

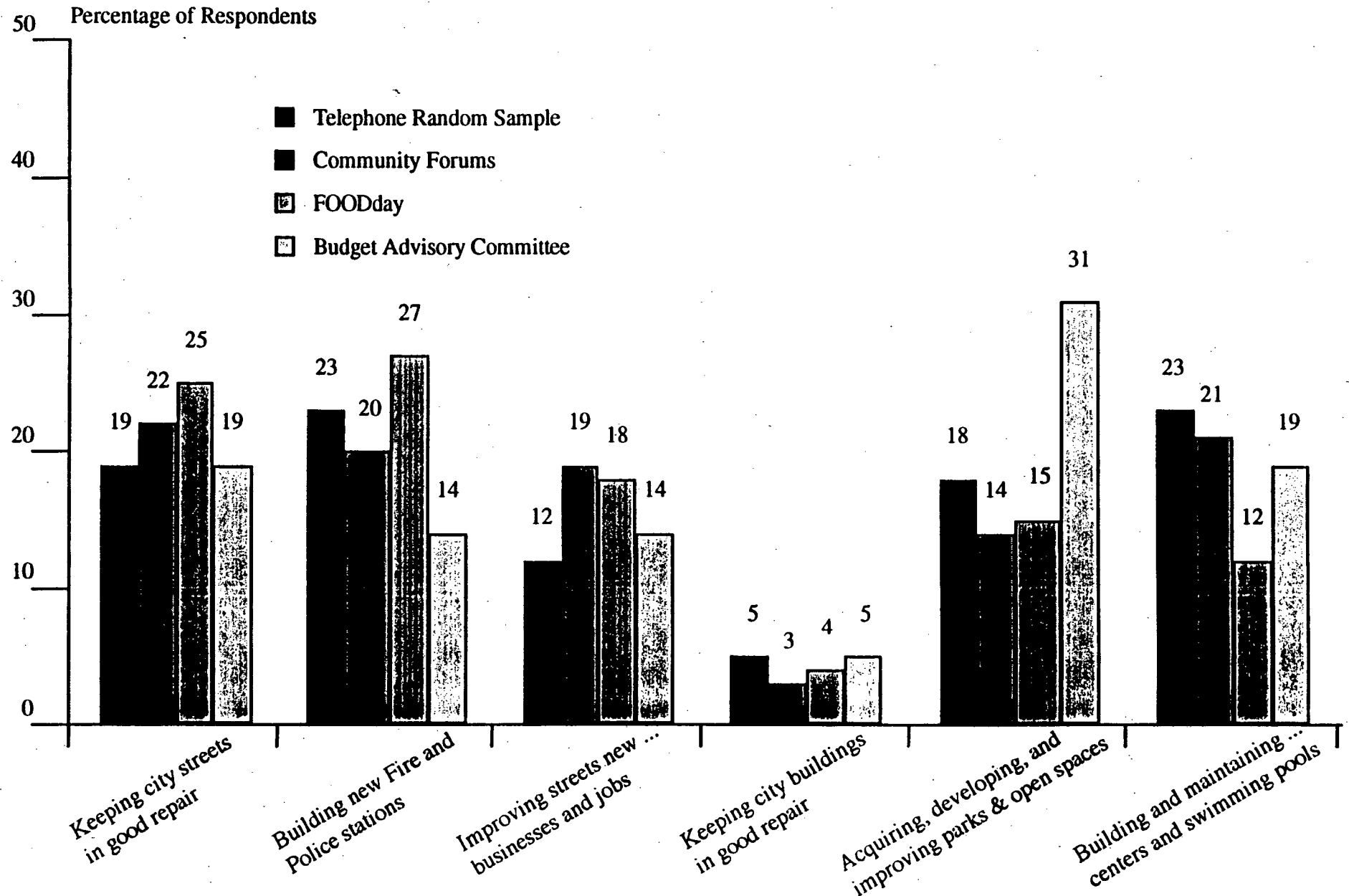
Q. Which of the following city government services do you feel is second most important?

	Telephone Random Sample	Community Forums	FOODday	Budget Advisory Committee
<b>Arts</b> – Supports affordable cultural activity for youth and adults, maintains public art works	3%	1%	1%	0%
<b>Buildings</b> – Construction permits, building safety, inspection of substandard housing	1	2	1	0
<b>Community Services</b> – Steering children away from gangs, shelters for the homeless, help to battered women and children	10	14	15	19
<b>Economic Development</b> – Small business assistance, creating and keeping jobs for city residents, recruiting and keeping businesses, revitalization of distressed areas	12	11	12	7
<b>Environmental Services</b> – Sewer, storm and waste water, garbage, clean river program	10	7	8	7
<b>Fire</b> – Fire fighting, emergency medical, prevention, disaster planning, hazardous materials	8	15	19	7
<b>Housing</b> – Affordable housing for low income, elderly, mentally ill, and homeless	9	9	8	10
<b>Parks and Recreation</b> – Neighborhood parks, natural areas, community centers, swimming pools, adult recreation, at-risk youth, community schools	6	4	4	5
<b>Planning</b> – Urban design, community/neighborhood planning, land use review, growth management	7	5	4	10
<b>Police</b> – Neighborhood patrol, crime prevention, drugs and vice, gang enforcement, auto theft, burglaries, child abuse and domestic violence investigation, community policing	13	20	18	19
<b>Transportation</b> – Street cleaning, maintenance and physical improvements, arterial and neighborhood traffic safety, bicycle, pedestrian, street lighting, parking management, light rail planning	9	8	5	17
<b>Water</b> – Supply, treatment, conservation, distribution	10	5	5	0



## MOST IMPORTANT PROJECT

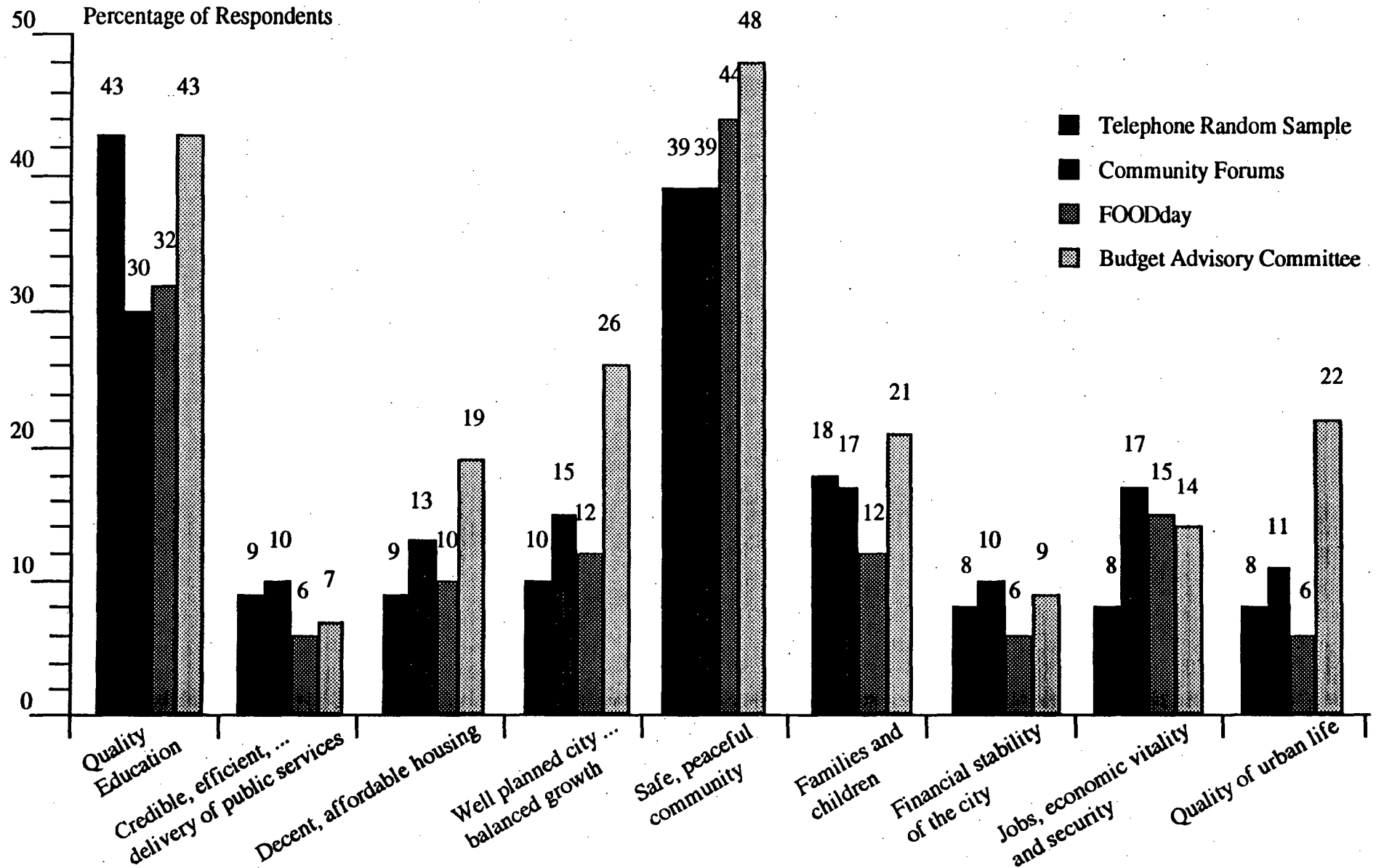
Q. Which of the following projects do you feel is most important for the City Council to give top priority to over the next five years?





## URGENT GOALS

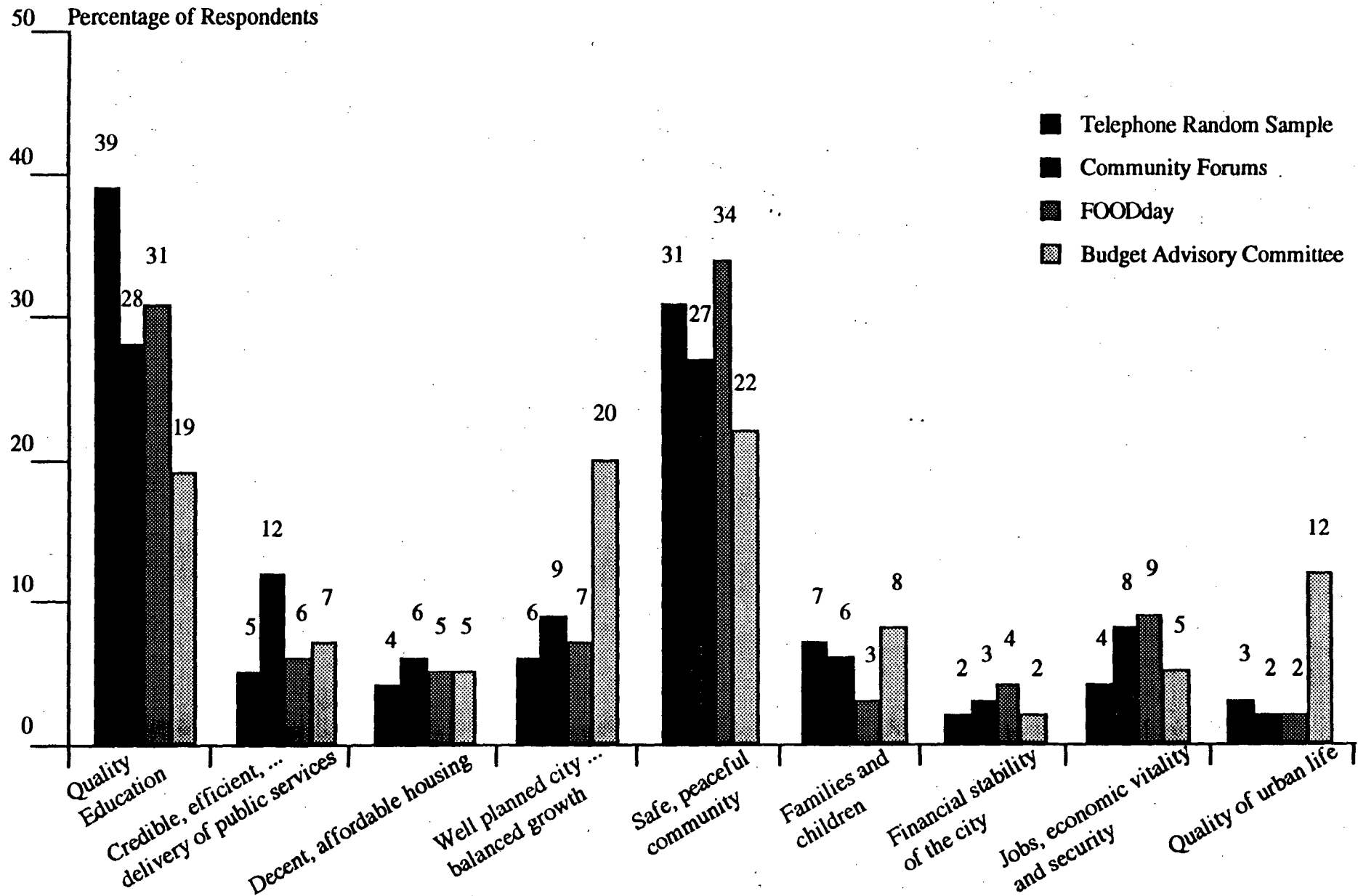
Q. Over the next two years, the Portland City Council will be facing many difficult issues. With limited resources, it won't be able to do everything and must establish priorities. Knowing that city resources are limited, what priority should the Portland City Council give to each of the following broad goals: low priority, medium priority, high priority, or urgent?





## MOST IMPORTANT CITY GOAL

Q. Which of the following goals do you feel is most important for the City Council to give priority to over the next two years?

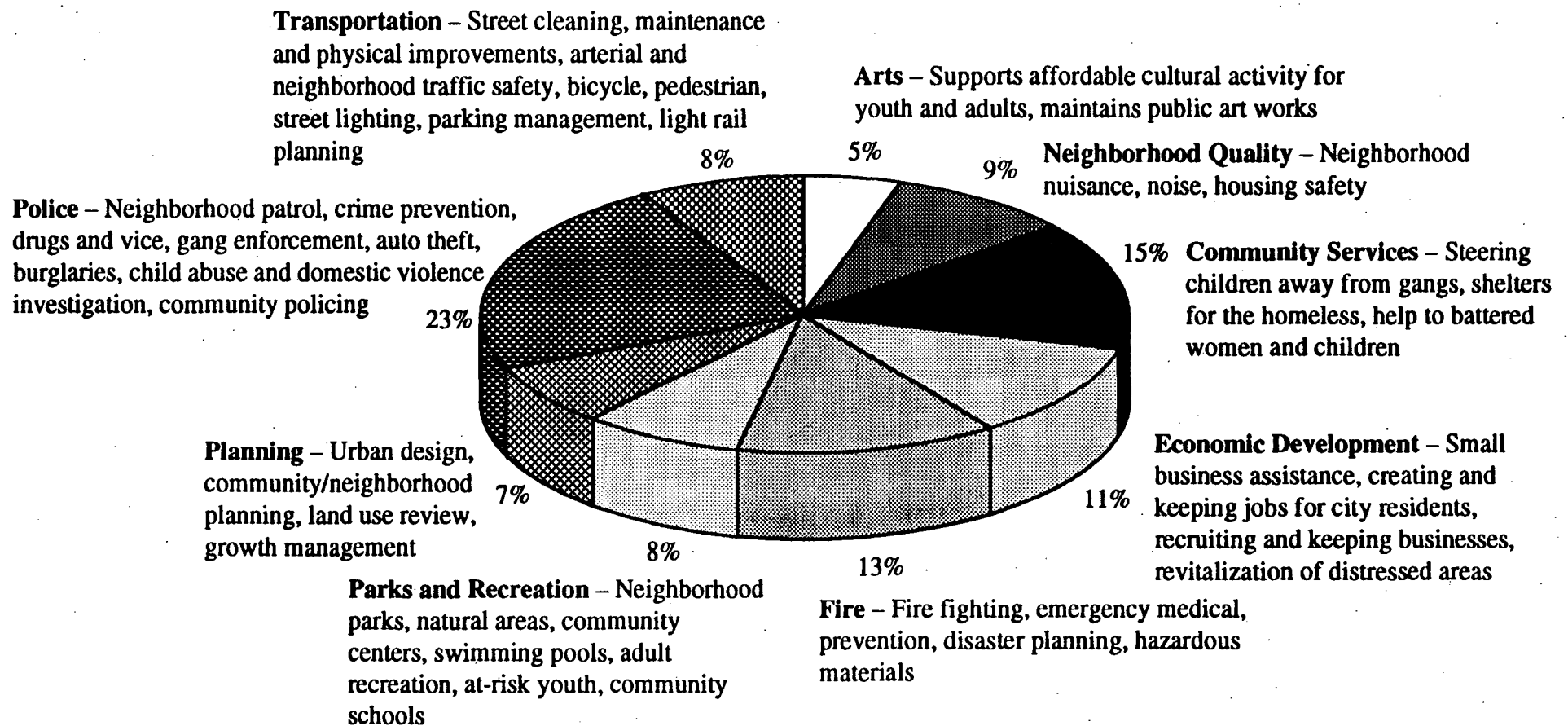




# **ALLOCATION OF GENERAL PURPOSE DOLLARS** (Telephone Random Sample)

**Q.** How would you like to see city government spend its general purpose dollars in the next two years? General purpose dollars pay for such things as parks, police, fire, and street lighting. Other services like water and sewer are supported by rates and fees.

Take 100 points and divide them among the 9 services listed below. You might give some services more points than others because you feel that they are more important. You might also give some services only a few points or no points because you don't feel they are important.

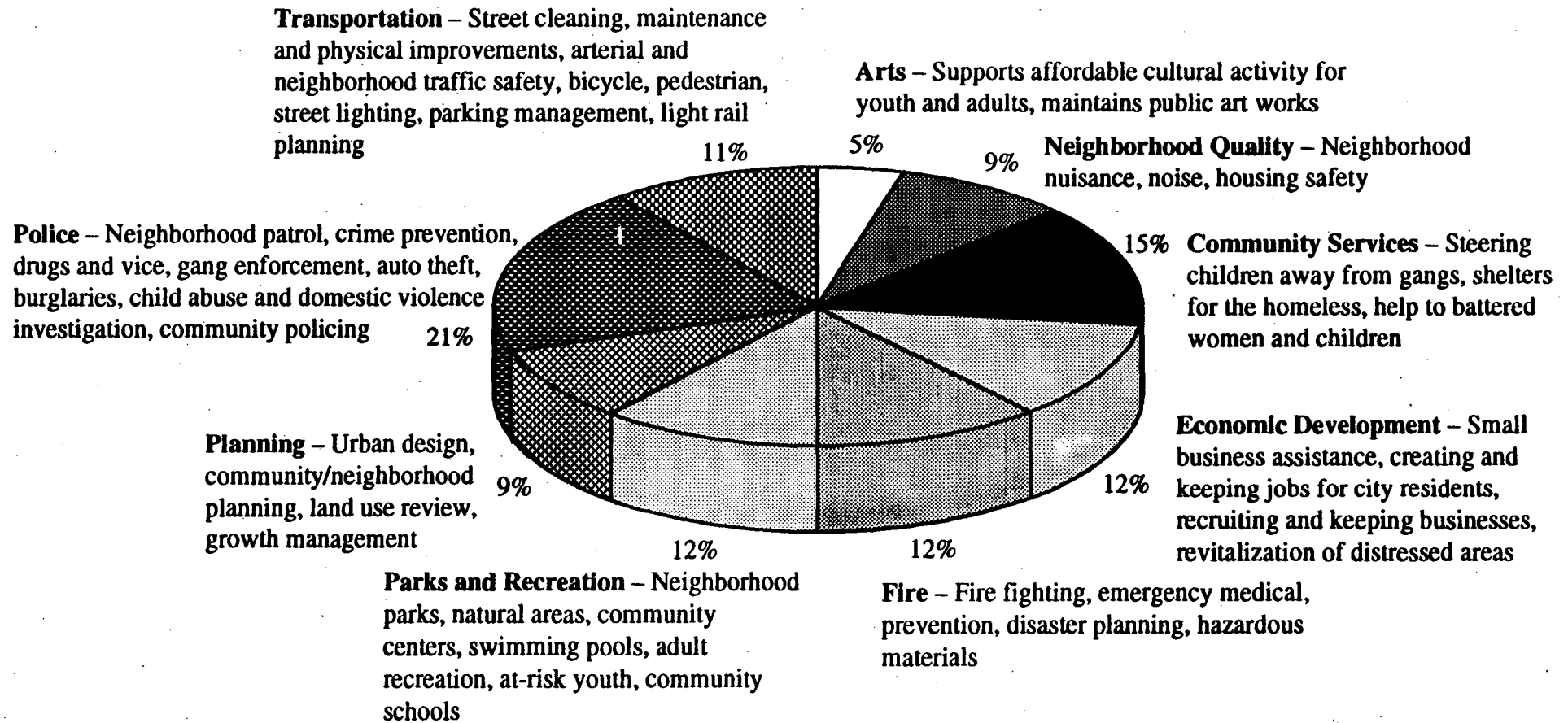




## ALLOCATION OF GENERAL PURPOSE DOLLARS (Community Forums)

**Q.** How would you like to see city government spend its general purpose dollars in the next two years? General purpose dollars pay for such things as parks, police, fire, and street lighting. Other services like water and sewer are supported by rates and fees.

Take 100 points and divide them among the 9 services listed below. You might give some services more points than others because you feel that they are more important. You might also give some services only a few points or no points because you don't feel they are important.

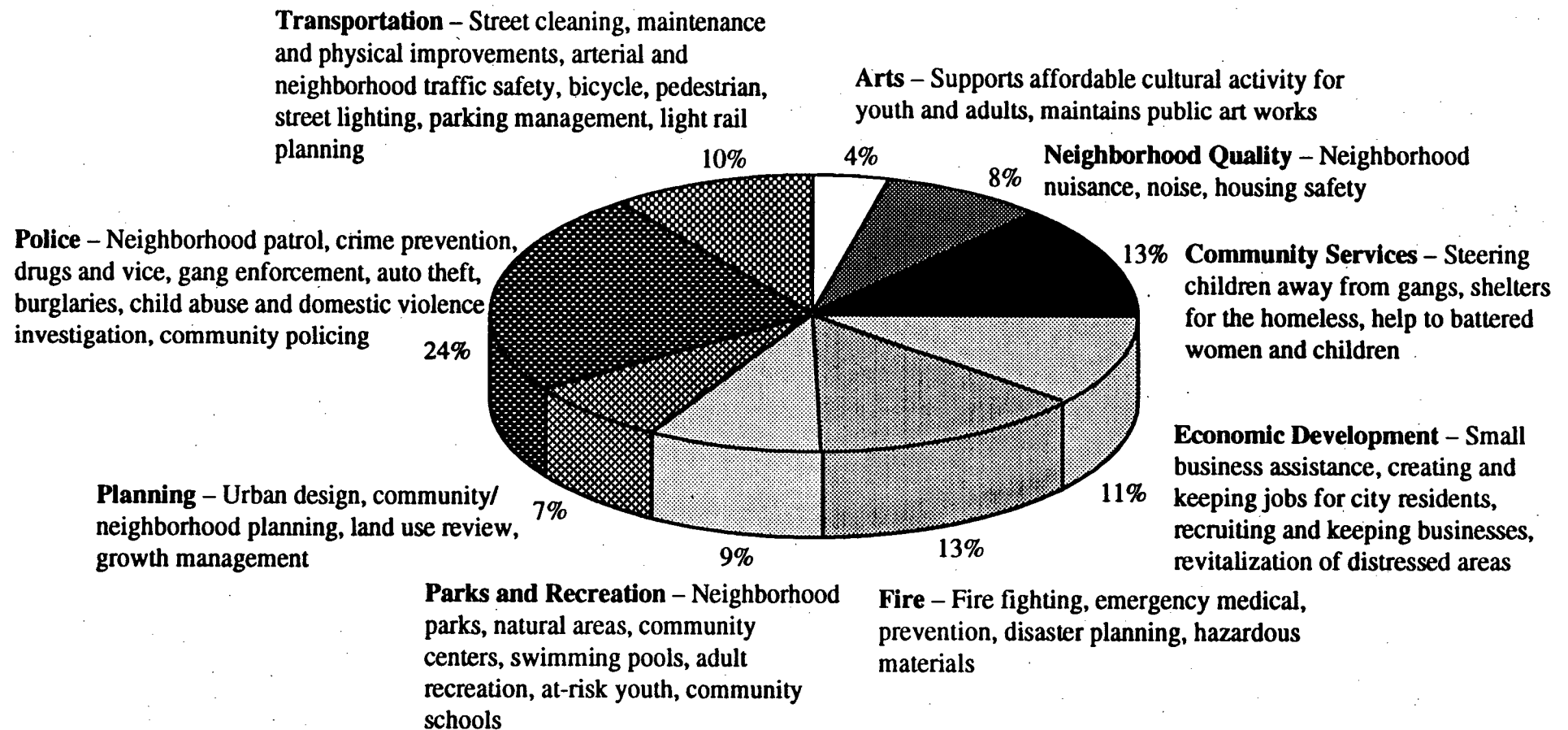




## ALLOCATION OF GENERAL PURPOSE DOLLARS (FOODday)

Q. How would you like to see city government spend its general purpose dollars in the next two years? General purpose dollars pay for such things as parks, police, fire, and street lighting. Other services like water and sewer are supported by rates and fees.

Take 100 points and divide them among the 9 services listed below. You might give some services more points than others because you feel that they are more important. You might also give some services only a few points or no points because you don't feel they are important.

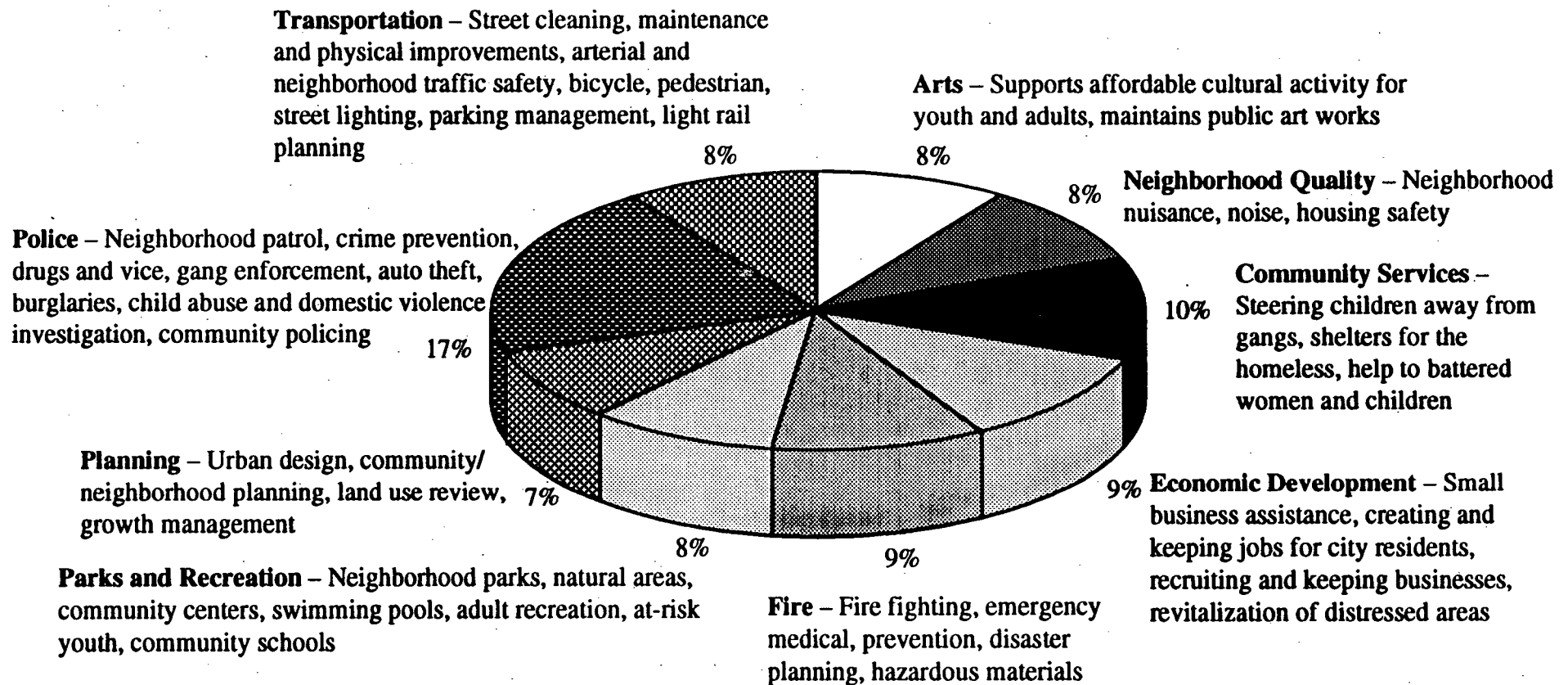




# **ALLOCATION OF GENERAL PURPOSE DOLLARS** (Budget Advisory Committee)

**Q.** How would you like to see city government spend its general purpose dollars in the next two years? General purpose dollars pay for such things as parks, police, fire, and street lighting. Other services like water and sewer are supported by rates and fees.

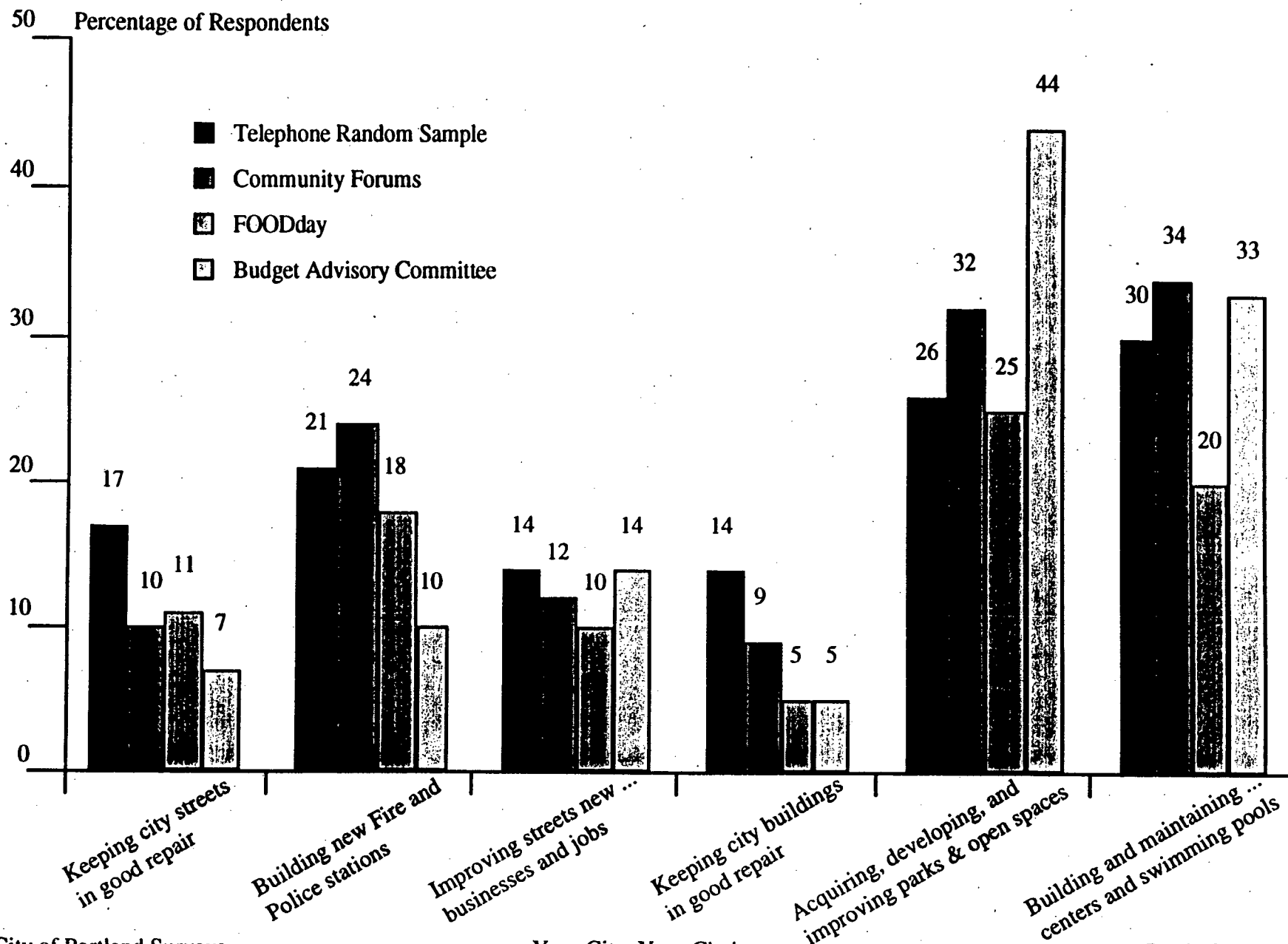
Take 100 points and divide them among the 9 services listed below. You might give some services more points than others because you feel that they are more important. You might also give some services only a few points or no points because you don't feel they are important.





## VERY WILLING TO PAY FOR PROJECTS

Q. Over the next five years, how willing are you to pay more for the following projects: not at all willing to pay more, not very willing to pay more, somewhat willing to pay more, or very willing to pay more? Percent circling very willing to pay more.





# DEMOGRAPHICS

	Telephone Random Sample	Community Forums	FOODday	Budget Advisory Committee
<b>Gender</b>				
Male	50%	42%	42%	57%
Female	50	58	58	43
<b>Age</b>				
18 - 24	7	2	1	5
25 - 34	21	13	10	17
35 - 44	24	26	27	31
45 - 54	16	24	19	24
55 - 64	14	8	15	14
65+	17	25	27	10
<b>Children Under 18</b>				
Yes	32	31	24	32
No	68	69	76	68
<b>Length of Residence in Portland</b>				
Less than 1 Year	4	1	2	0
1 - 2 Years	4	2	3	2
3 - 5 Years	9	10	6	15
6 - 10 Years	10	10	9	12
11 - 20 Years	15	15	16	24
20+ Years	60	62	64	47
<b>Highest Level of Education</b>				
Grade School	0	0	0	0
Attended High School	6	4	4	0
Graduated High School	24	11	15	0
Attended College	25	22	21	8
Graduated 2-year College	9	7	7	14
Graduated 4-year College	21	25	20	27
Post Grad w/o Degree	4	10	13	15
Post Grad Degree	10	21	20	36
<b>Major Activity</b>				
Working Full-Time	45	48	43	61
Working Part-Time	12	9	10	12
Have Job But Not At Work Because of Illness, Vacation, Strike, etc.	2	3	3	3
Looking for Work, Unemployed, Laid Off	4	2	4	3
Attending School	3	4	1	3
Retired	22	25	29	10
Keeping House	10	4	6	0
Other	2	5	4	7



# **DEMOGRAPHICS (continued)**

	Telephone Random Sample	Community Forums	FOODday	Budget Advisory Committee
<b>Racial or Ethnic Group</b>				
Asian or Pacific Islander	2%	2%	1%	5%
Black/African-American	4	4	1	3
Native American	1	2	1	0
Spanish/Hispanic	1	1	1	2
White/Caucasian	91	89	95	90
Other	1	1	1	0
<b>Household Income</b>				
Less Than \$15,000	19	12	13	15
\$15,001 - \$30,000	31	33	27	20
\$30,001 - \$50,000	28	30	32	31
\$50,001 - \$75,000	13	18	16	24
Over \$75,000	9	8	12	10



**1994 City of Portland Surveys  
Your City, Your Choice**

**Tables For  
Survey Of Community Forums Attendees  
Scaled Comparisons**

**Prepared by Davis & Hibbitts, Inc.  
And GravesResearch**



# YOUR CITY - YOUR CHOICE

## Subgroup Summary

### QUESTION:

Which service is more important for city government to spend its general purpose dollars on over the next two years?

ITEM	SUBGROUPS >	TOTAL CONSENSUS	NORTH	W/NW	INNER NE	SE	CENTRAL NE	SW	EAST
Neighborhood police patrols: ~		1	1	7	4	1	2	2	2
Fire and emergency medical response		2	3	3	9	4	1	3	1
Programs for youth at risk		3	6	4	1	2	9	6	3
Neighborhood-based crime prevention progs.		4	2	11	5	3	5	8	4
Assistance to battered women & families		5	5	9	2	6	3	4	11
Revitalizing economically distressed city areas		6	4	5	3	8	6	7	6
Creating/keeping good jobs for Portlanders		7	7	14	6	10	4	5	8
Community and neighborhood planning		8	11	2	12	5	23	10	10
Planning and establishing mass transit		9	20	1	10	11	15	1	5
Youth recreation programs		10	12	17	7	12	16	12	13
Building and operating community centers		11	22	16	14	9	11	17	7
Community school programs		12	10	15	13	7	20	19	16
Emergency shelters for homeless		13	17	6	8	15	7	15	23
Preserving natural areas		14	16	13	20	13	24	11	24
Managing population growth		15	21	10	18	16	25	9	26
Creating and operating neighborhood parks		16	18	12	11	14	10	16	19
Neighborhood traffic safety		17	15	19	16	18	18	13	25
Recruiting and keeping businesses		18	13	18	15	19	12	14	9
Investigating burglaries		19	8	20	19	21	8	18	12
Cultural activities/programs for youth & adults		20	24	8	17	17	22	21	17
Elimination of neighborhood nuisances		21	9	24	21	20	17	24	22
Street maintenance (e.g. resurfacing, repaving)		22	19	21	22	23	19	20	18
Preventing auto theft		23	14	23	23	22	14	23	15
Street Lighting		24	23	22	25	24	13	22	21
New street improvements and construction		25	25	26	28	25	21	25	27
Preparing for major disasters, like earthquakes		26	27	25	26	26	27	26	20
Adult recreation programs		27	29	29	29	28	26	28	14
Building and operating public swimming pools		28	28	28	24	27	29	27	28
Street cleaning		29	26	27	27	29	28	29	29
Number of respondents in each group		427	72	50	76	140	49	77	36



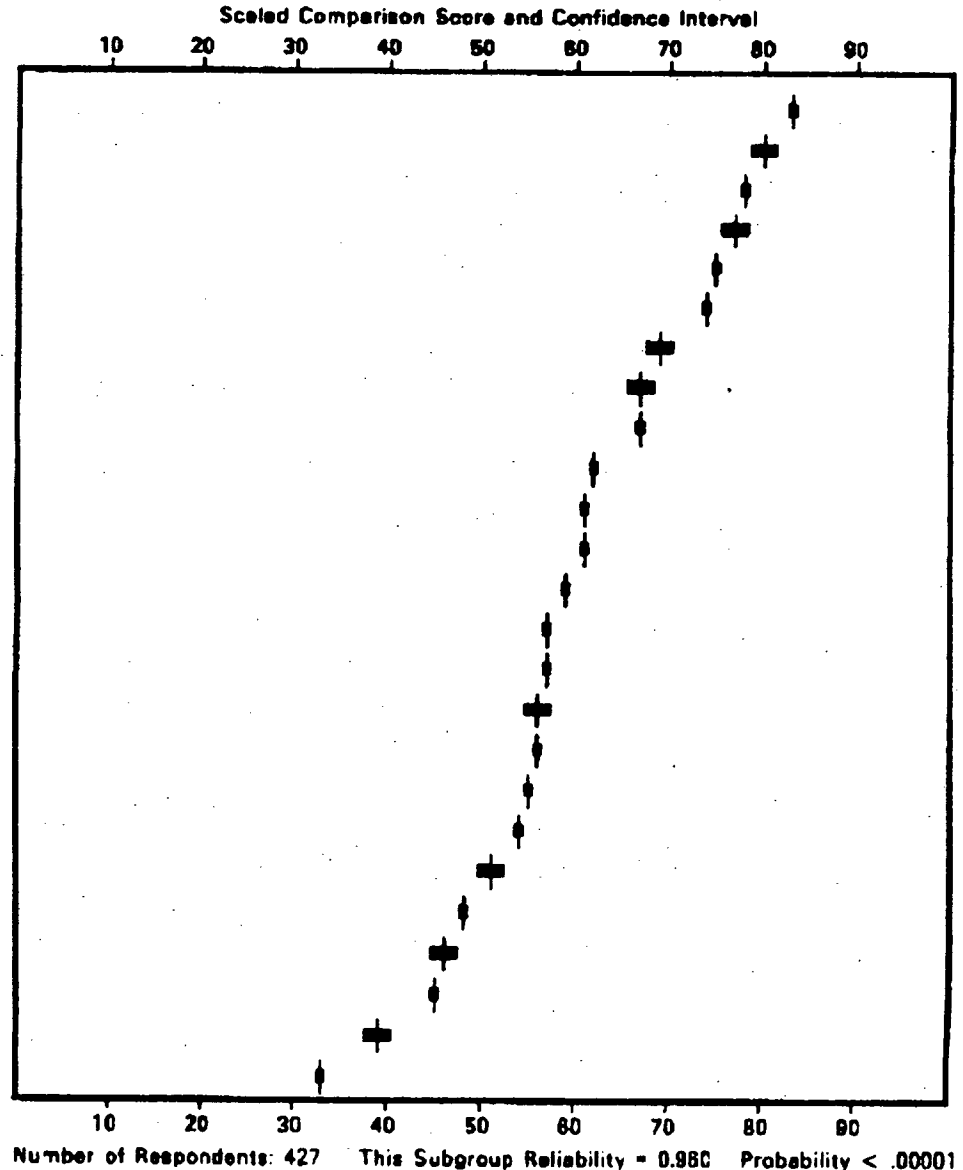
## YOUR CITY - YOUR CHOICE - Confidence Interval Report

Results from Subgroup: TOTAL CONSENSUS

QUESTION:

Which service is more important for city government to spend its general purpose dollars on over the next two years?

Rank Position		Score
1.	Neighborhood police patrols	83
2.	Fire and emergency medical response	80
3.	Programs for youth at risk	78
4.	Neighborhood-based crime prevention progs.	77
5.	Assistance to battered women & families	75
6.	Revitalizing economically distressed city areas	74
7.	Creating/keeping good jobs for Portlanders	69
8.	Community and neighborhood planning	67
9.	Planning and establishing mass transit	67
10.	Youth recreation programs	62
11.	Building and operating community centers	61
12.	Community school programs	61
13.	Emergency shelters for homeless	59
14.	Preserving natural areas	57
15.	Managing population growth	57
16.	Creating and operating neighborhood parks	56
17.	Neighborhood traffic safety	56
18.	Recruiting and keeping businesses	55
19.	Investigating burglaries	54
20.	Cultural activities/programs for youth & adults	51
21.	Elimination of neighborhood nuisances	48
22.	Street maintenance (e.g. resurfacing, repaving)	46
23.	Preventing auto theft	45
24.	Street Lighting	39
25.	New street improvements and construction	33





## YOUR CITY - YOUR CHOICE - Confidence Interval Report

Results from Subgroup: TOTAL CONSENSUS

QUESTION:

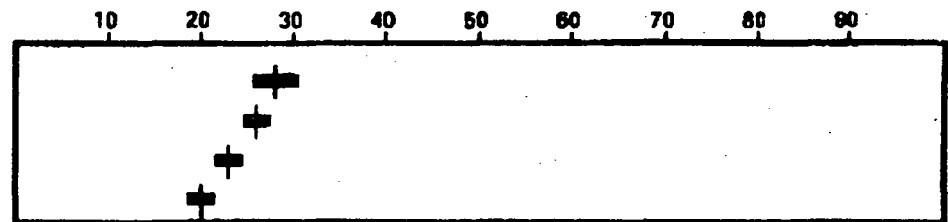
Which service is more important for city government to spend its general purpose dollars on over the next two years?

Rank  
Position

26.	Preparing for major disasters, like earthquakes	28
27.	Adult recreation programs	26
28.	Building and operating public swimming pools	23
29.	Street cleaning	20

Score

Scaled Comparison Score and Confidence Interval



Number of Respondents: 427 This Subgroup Reliability = 0.960 Probability < .00001

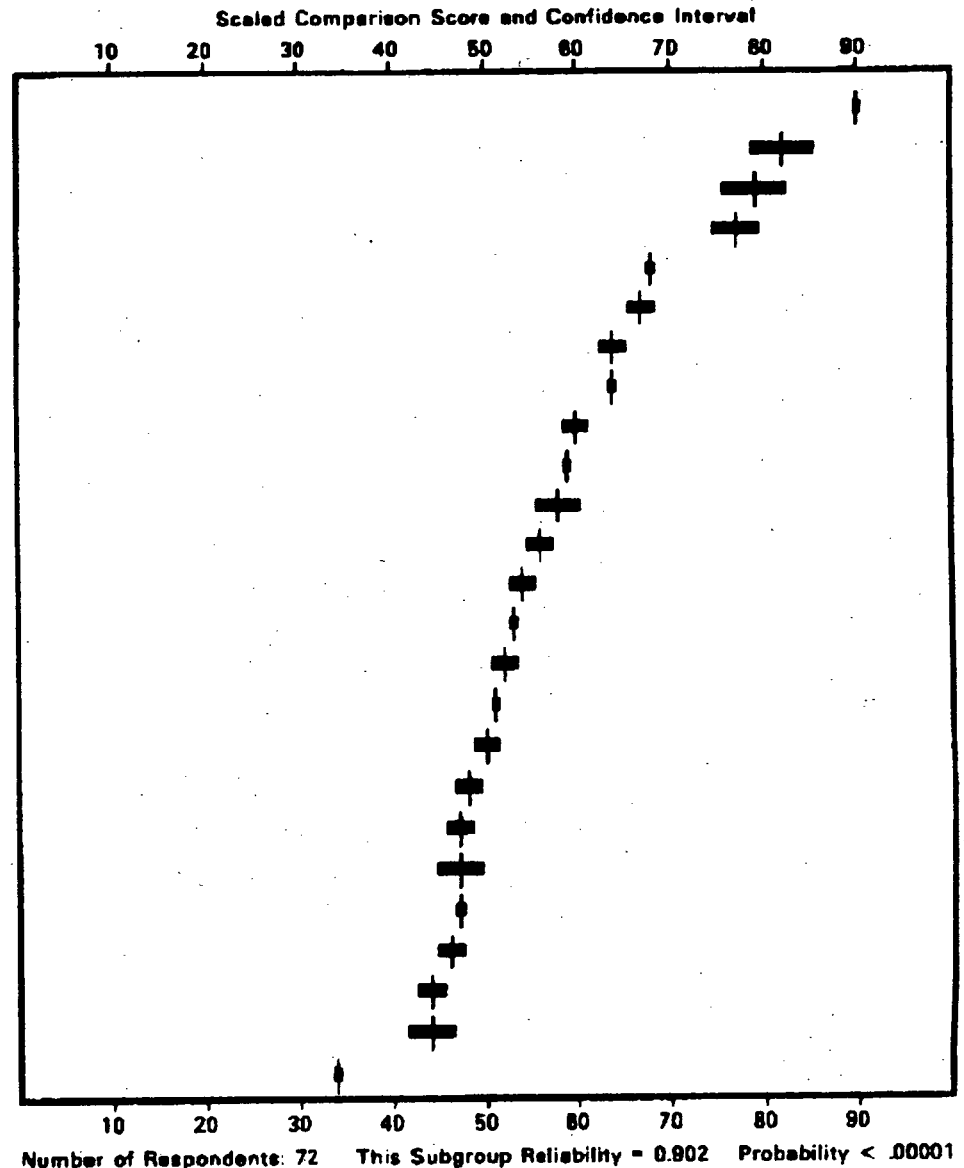


## YOUR CITY - YOUR CHOICE - Confidence Interval Report

Results from Subgroup: NORTH

QUESTION: Which service is more important for city government to spend its general purpose dollars on over the next two years?

Rank Position		Score
1.	Neighborhood police patrols	90
2.	Neighborhood-based crime prevention progs.	82
3.	Fire and emergency medical response	79
4.	Revitalizing economically distressed city areas	77
5.	Assistance to battered women & families	68
6.	Programs for youth at risk	67
7.	Creating/keeping good jobs for Portlanders	64
8.	Investigating burglaries	64
9.	Elimination of neighborhood nuisances	60
10.	Community school programs	59
11.	Community and neighborhood planning	58
12.	Youth recreation programs	56
13.	Recruiting and keeping businesses	54
14.	Preventing auto theft	53
15.	Neighborhood traffic safety	52
16.	Preserving natural areas	51
17.	Emergency shelters for homeless	50
18.	Creating and operating neighborhood parks	48
19.	Street maintenance (e.g. resurfacing, repaving)	47
20.	Planning and establishing mass transit	47
21.	Managing population growth	47
22.	Building and operating community centers	46
23.	Street Lighting	44
24.	Cultural activities/programs for youth & adults	44
25.	New street improvements and construction	34





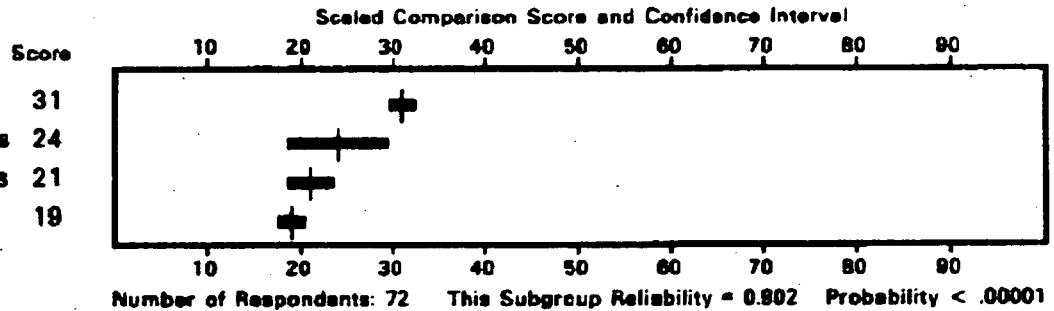
## YOUR CITY - YOUR CHOICE - Confidence Interval Report

Results from Subgroup: NORTH

QUESTION: Which service is more important for city government to spend its general purpose dollars on over the next two years?

Rank  
Position

26.	Street cleaning	31
27.	Preparing for major disasters, like earthquakes	24
28.	Building and operating public swimming pools	21
29.	Adult recreation programs	19



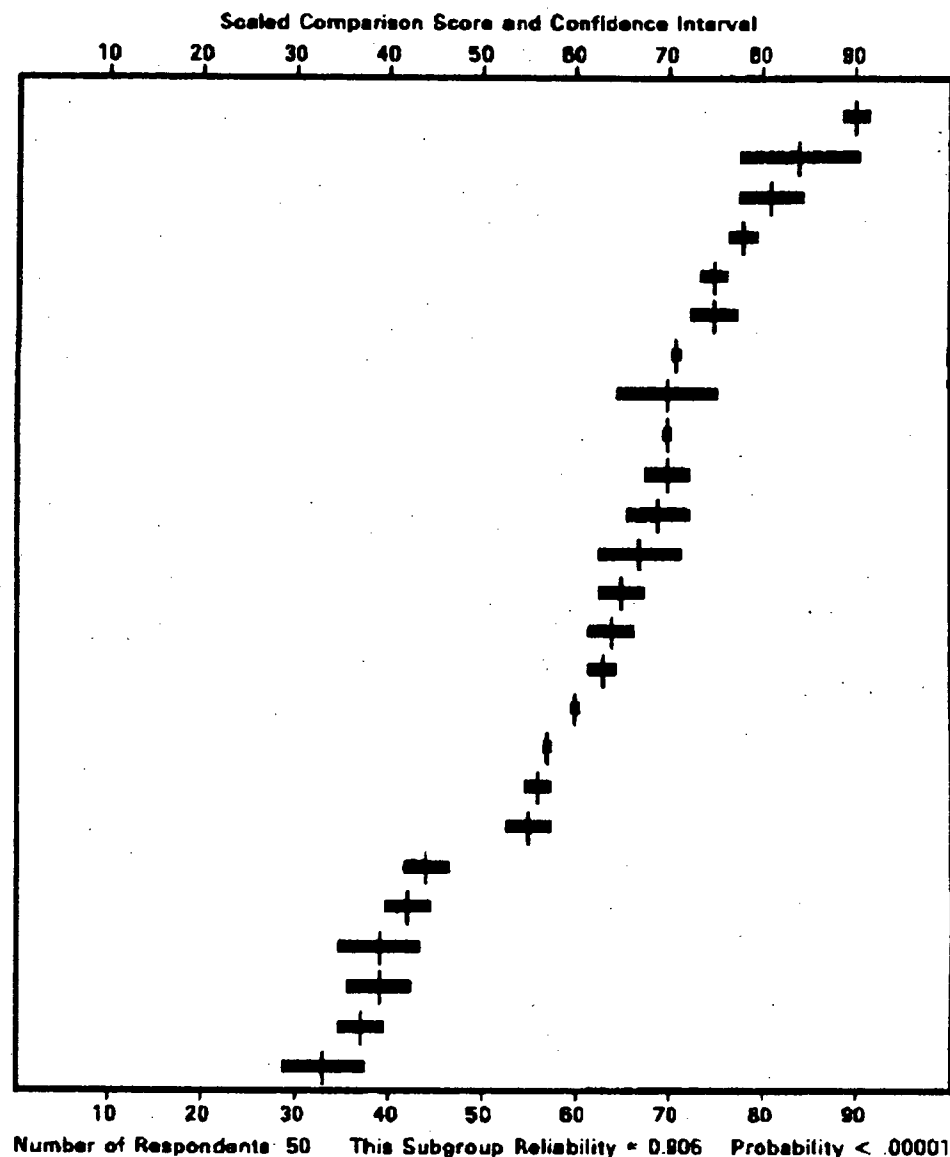


## YOUR CITY - YOUR CHOICE - Confidence Interval Report

Results from Subgroup: W/NW

QUESTION: Which service is more important for city government to spend its general purpose dollars on over the next two years?

Rank Position		Score
1.	Planning and establishing mass transit	90
2.	Community and neighborhood planning	84
3.	Fire and emergency medical response	81
4.	Programs for youth at risk	78
5.	Revitalizing economically distressed city areas	75
6.	Emergency shelters for homeless	75
7.	Neighborhood police patrols	71
8.	Cultural activities/programs for youth & adults	70
9.	Assistance to battered women & families	70
10.	Managing population growth	70
11.	Neighborhood-based crime prevention progs.	69
12.	Creating and operating neighborhood parks	67
13.	Preserving natural areas	65
14.	Creating/keeping good jobs for Portlanders	64
15.	Community school programs	63
16.	Building and operating community centers	60
17.	Youth recreation programs	57
18.	Recruiting and keeping businesses	56
19.	Neighborhood traffic safety	55
20.	Investigating burglaries	44
21.	Street maintenance (e.g. resurfacing, repaving)	42
22.	Street Lighting	39
23.	Preventing auto theft	39
24.	Elimination of neighborhood nuisances	37
25.	Preparing for major disasters, like earthquakes	33

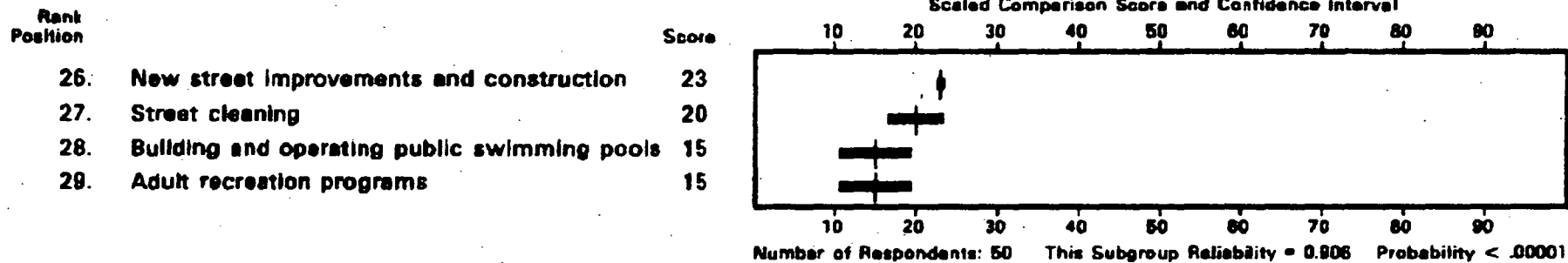




## YOUR CITY - YOUR CHOICE - Confidence Interval Report

Results from Subgroup: W/NW

QUESTION: Which service is more important for city government to spend its general purpose dollars on over the next two years?



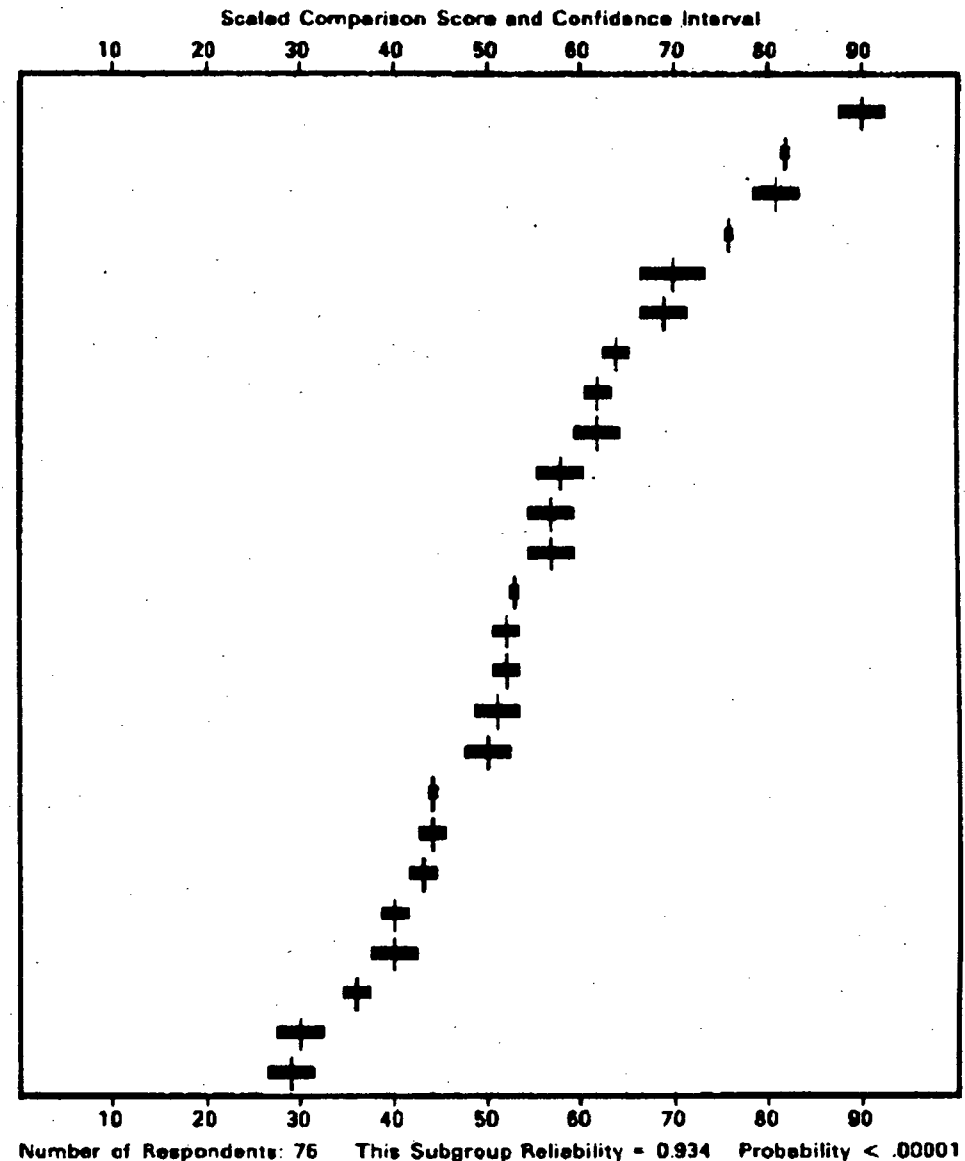


## YOUR CITY - YOUR CHOICE - Confidence Interval Report

Results from Subgroup: INNER NE

QUESTION: Which service is more important for city government to spend its general purpose dollars on over the next two years?

Rank Position		Score
1.	Programs for youth at risk	90
2.	Assistance to battered women & families	82
3.	Revitalizing economically distressed city areas	81
4.	Neighborhood police patrols	76
5.	Neighborhood-based crime prevention progs.	70
6.	Creating/keeping good jobs for Portlanders	69
7.	Youth recreation programs	64
8.	Emergency shelters for homeless	62
9.	Fire and emergency medical response	62
10.	Planning and establishing mass transit	58
11.	Creating and operating neighborhood parks	57
12.	Community and neighborhood planning	57
13.	Community school programs	53
14.	Building and operating community centers	52
15.	Recruiting and keeping businesses	52
16.	Neighborhood traffic safety	51
17.	Cultural activities/programs for youth & adults	50
18.	Managing population growth	44
19.	Investigating burglaries	44
20.	Preserving natural areas	43
21.	Elimination of neighborhood nuisances	40
22.	Street maintenance (e.g. resurfacing, repaving)	40
23.	Preventing auto theft	36
24.	Building and operating public swimming pools	30
25.	Street Lighting	29





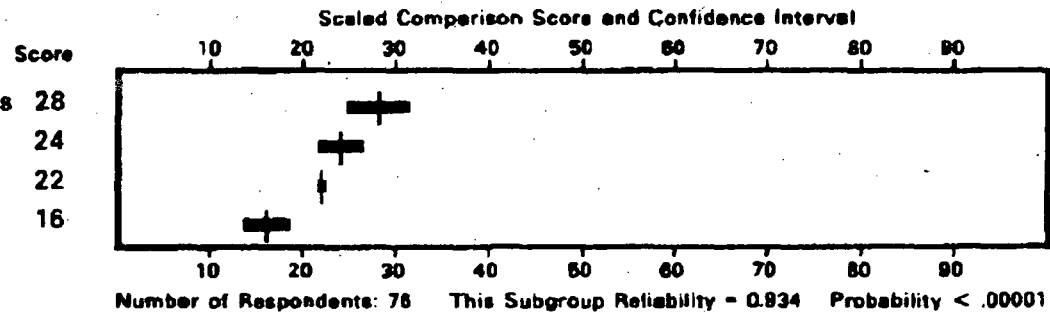
## YOUR CITY - YOUR CHOICE - Confidence Interval Report

Results from Subgroup: INNER NE

QUESTION: Which service is more important for city government to spend its general purpose dollars on over the next two years?

Rank  
Position

26.	Preparing for major disasters, like earthquakes	28
27.	Street cleaning	24
28.	New street improvements and construction	22
29.	Adult recreation programs	16



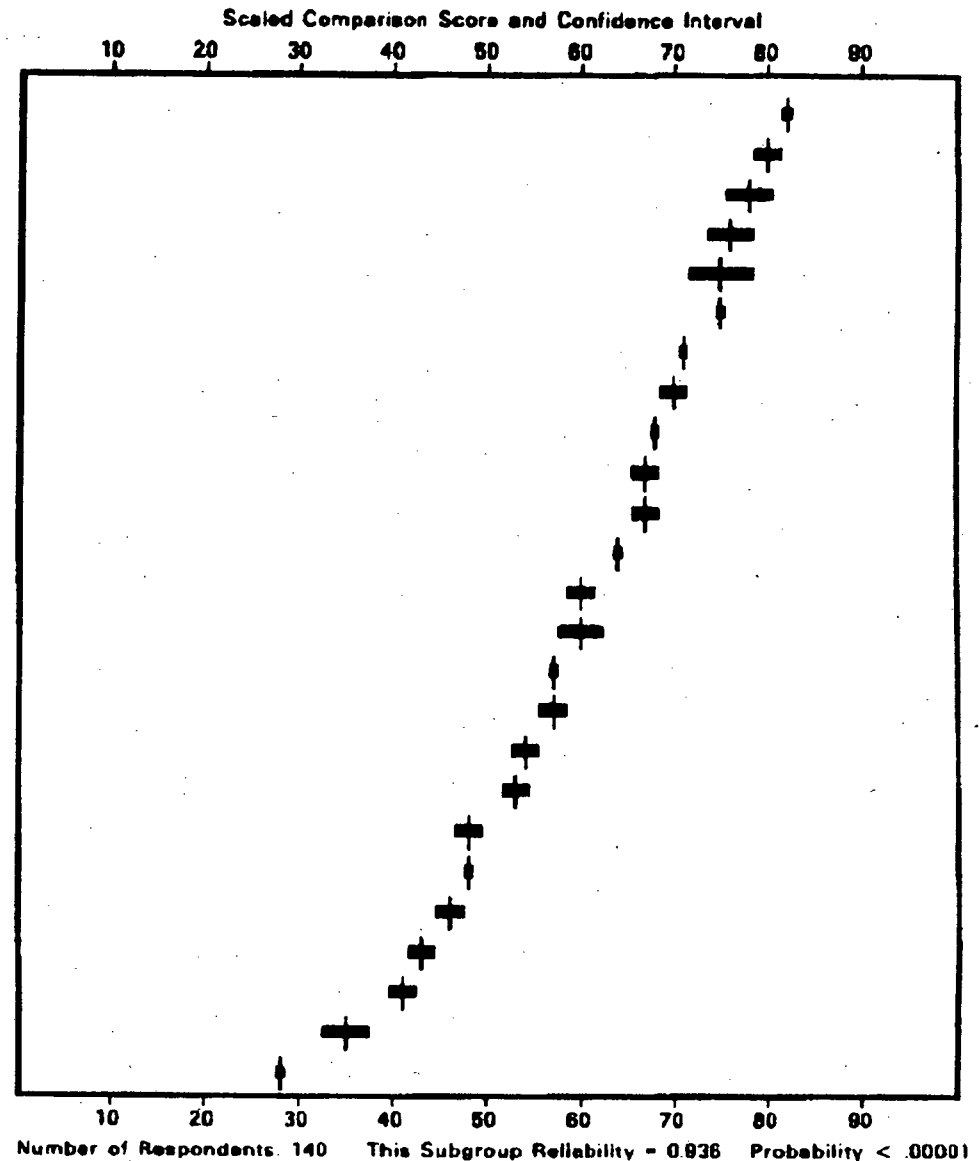


## YOUR CITY - YOUR CHOICE - Confidence Interval Report

Results from Subgroup: SE

QUESTION: Which service is more important for city government to spend its general purpose dollars on over the next two years?

Rank Position		Score
1.	Neighborhood police patrols	82
2.	Programs for youth at risk	80
3.	Neighborhood-based crime prevention progs.	78
4.	Fire and emergency medical response	76
5.	Community and neighborhood planning	75
6.	Assistance to battered women & families	75
7.	Community school programs	71
8.	Revitalizing economically distressed city areas	70
9.	Building and operating community centers	68
10.	Creating/keeping good jobs for Portlanders	67
11.	Planning and establishing mass transit	67
12.	Youth recreation programs	64
13.	Preserving natural areas	60
14.	Creating and operating neighborhood parks	60
15.	Emergency shelters for homeless	57
16.	Managing population growth	57
17.	Cultural activities/programs for youth & adults	54
18.	Neighborhood traffic safety	53
19.	Recruiting and keeping businesses	48
20.	Elimination of neighborhood nuisances	48
21.	Investigating burglaries	46
22.	Preventing auto theft	43
23.	Street maintenance (e.g. resurfacing, repaving)	41
24.	Street Lighting	35
25.	New street improvements and construction	28



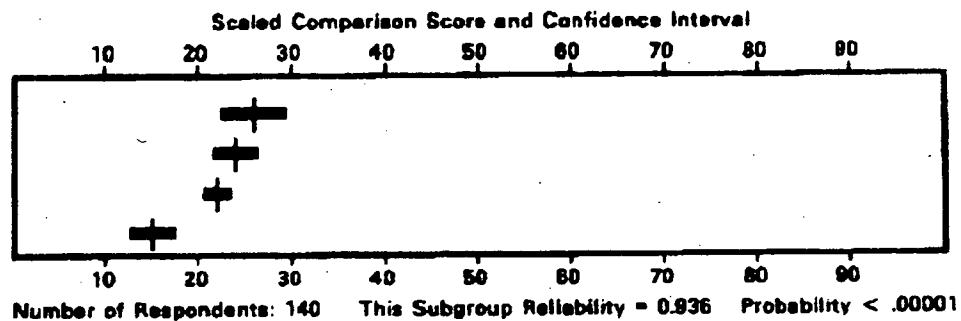


## YOUR CITY - YOUR CHOICE - Confidence Interval Report

Results from Subgroup: SE

QUESTION: Which service is more important for city government to spend its general purpose dollars on over the next two years?

Rank Position		Score
26.	Preparing for major disasters, like earthquakes	26
27.	Building and operating public swimming pools	24
28.	Adult recreation programs	22
29.	Street cleaning	15





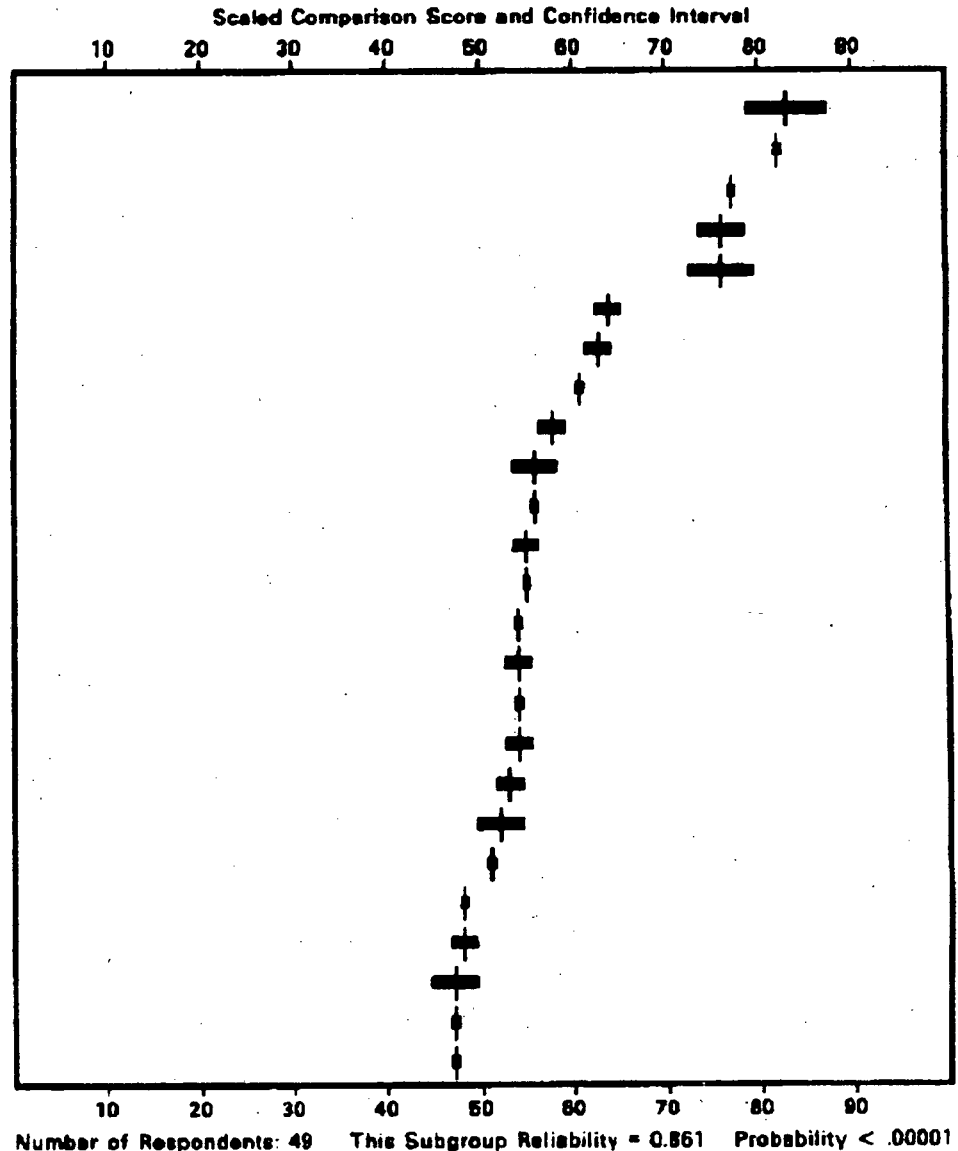
## YOUR CITY - YOUR CHOICE - Confidence Interval Report

Results from Subgroup: CENTRAL NE

QUESTION:

Which service is more important for city government to spend its general purpose dollars on over the next two years?

Rank Position		Score
1.	Fire and emergency medical response	83
2.	Neighborhood police patrols	82
3.	Assistance to battered women & families	77
4.	Creating/keeping good jobs for Portlanders	76
5.	Neighborhood-based crime prevention progs.	76
6.	Revitalizing economically distressed city areas	64
7.	Emergency shelters for homeless	63
8.	Investigating burglaries	61
9.	Programs for youth at risk	58
10.	Creating and operating neighborhood parks	56
11.	Building and operating community centers	56
12.	Recruiting and keeping businesses	55
13.	Street Lighting	55
14.	Preventing auto theft	54
15.	Planning and establishing mass transit	54
16.	Youth recreation programs	54
17.	Elimination of neighborhood nuisances	54
18.	Neighborhood traffic safety	53
19.	Street maintenance (e.g. resurfacing, repaving)	52
20.	Community school programs	51
21.	New street improvements and construction	48
22.	Cultural activities/programs for youth & adults	48
23.	Community and neighborhood planning	47
24.	Preserving natural areas	47
25.	Managing population growth	47



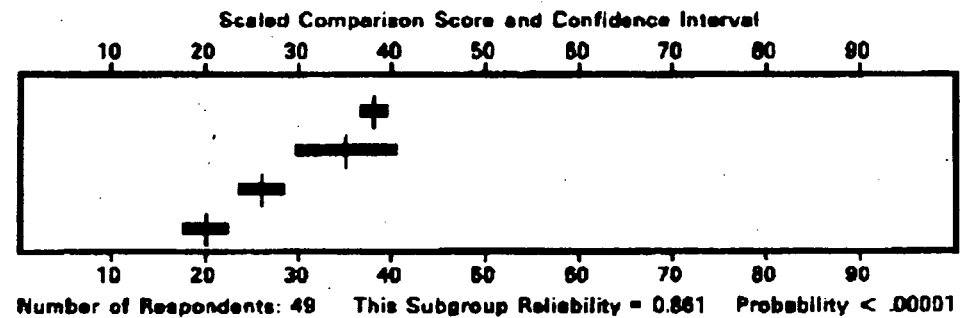


## YOUR CITY - YOUR CHOICE - Confidence Interval Report

Results from Subgroup: CENTRAL NE

QUESTION: Which service is more important for city government to spend its general purpose dollars on over the next two years?

Rank Position		Score
26.	Adult recreation programs	38
27.	Preparing for major disasters, like earthquakes	35
28.	Street cleaning	26
29.	Building and operating public swimming pools	20



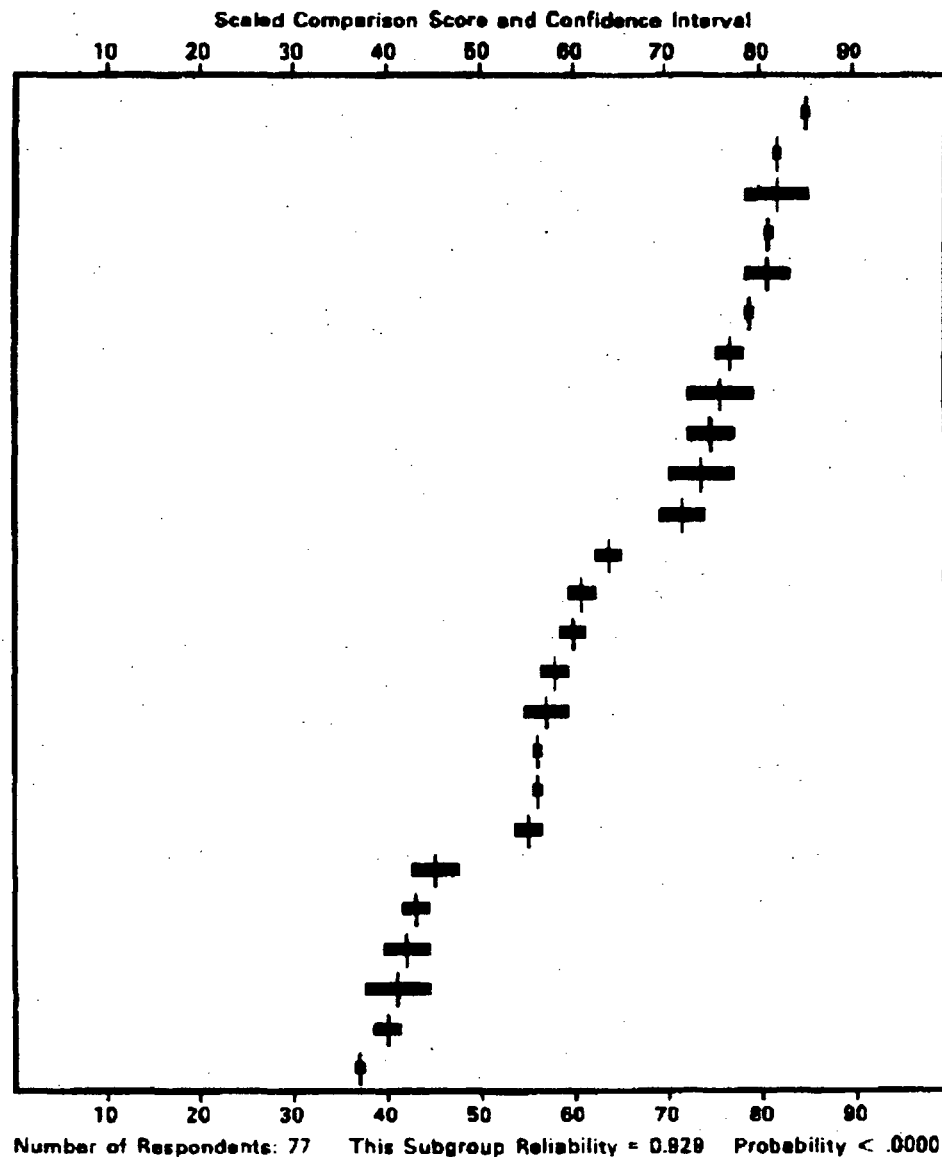


## YOUR CITY - YOUR CHOICE - Confidence Interval Report

Results from Subgroup: SW

QUESTION: Which service is more important for city government to spend its general purpose dollars on over the next two years?

Rank Position		Score
1.	Planning and establishing mass transit	85
2.	Neighborhood police patrols	82
3.	Fire and emergency medical response	82
4.	Assistance to battered women & families	81
5.	Creating/keeping good jobs for Portlanders	81
6.	Programs for youth at risk	79
7.	Revitalizing economically distressed city areas	77
8.	Neighborhood-based crime prevention progs.	76
9.	Managing population growth	75
10.	Community and neighborhood planning	74
11.	Preserving natural areas	72
12.	Youth recreation programs	64
13.	Neighborhood traffic safety	61
14.	Recruiting and keeping businesses	60
15.	Emergency shelters for homeless	58
16.	Creating and operating neighborhood parks	57
17.	Building and operating community centers	56
18.	Investigating burglaries	56
19.	Community school programs	55
20.	Street maintenance (e.g. resurfacing, repaving)	45
21.	Cultural activities/programs for youth & adults	43
22.	Street Lighting	42
23.	Preventing auto theft	41
24.	Elimination of neighborhood nuisances	40
25.	New street improvements and construction	37

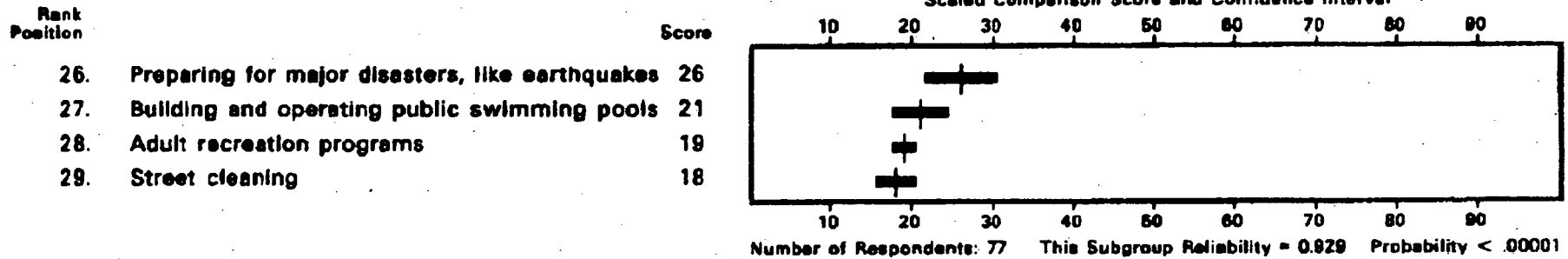




## YOUR CITY - YOUR CHOICE - Confidence Interval Report

Results from Subgroup: SW

QUESTION: Which service is more important for city government to spend its general purpose dollars on over the next two years?



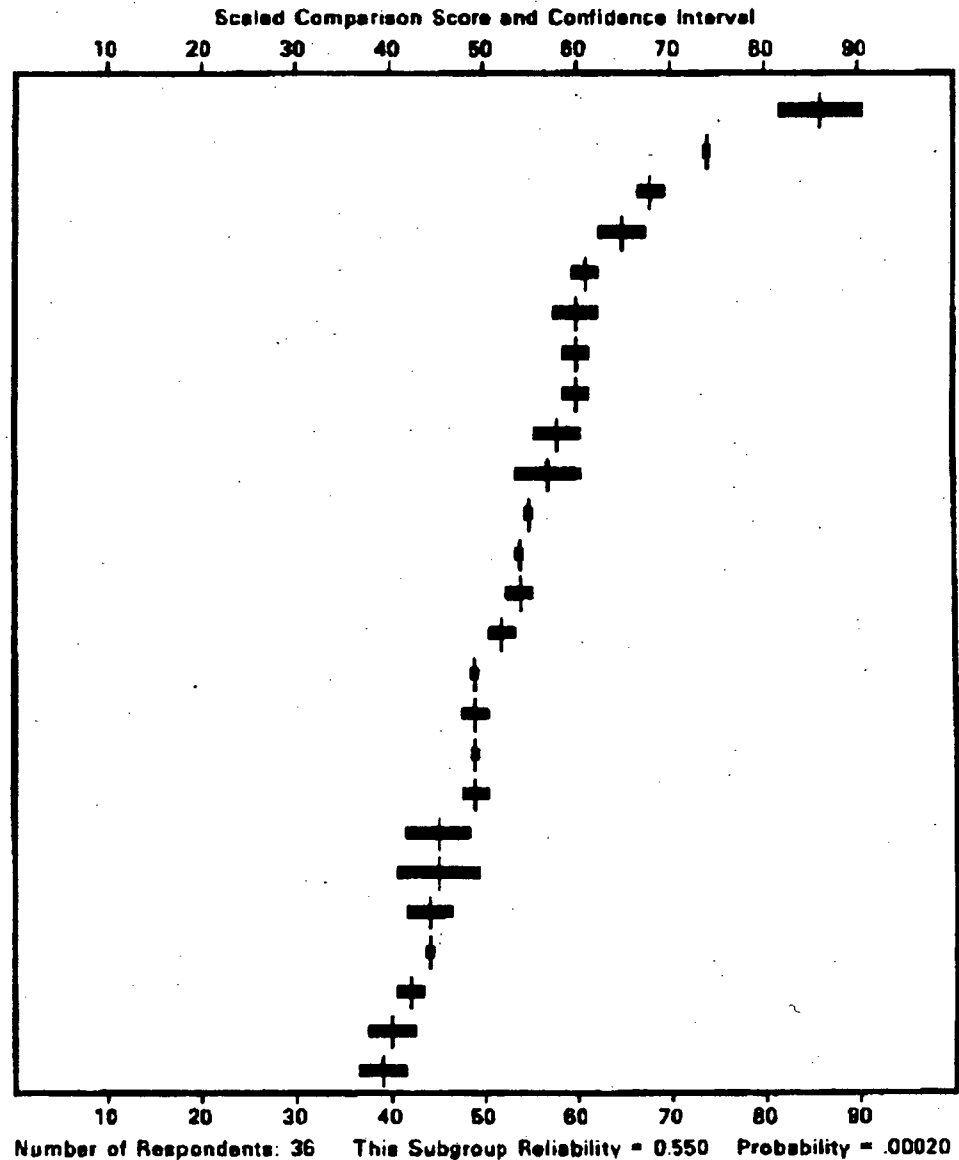


## YOUR CITY - YOUR CHOICE - Confidence Interval Report

Results from Subgroup: EAST

QUESTION: Which service is more important for city government to spend its general purpose dollars on over the next two years?

Rank Position		Score
1.	Fire and emergency medical response	86
2.	Neighborhood police patrols	74
3.	Programs for youth at risk	68
4.	Neighborhood-based crime prevention progs.	65
5.	Planning and establishing mass transit	61
6.	Revitalizing economically distressed city areas	60
7.	Building and operating community centers	60
8.	Creating/keeping good jobs for Portlanders	60
9.	Recruiting and keeping businesses	58
10.	Community and neighborhood planning	57
11.	Assistance to battered women & families	55
12.	Investigating burglaries	54
13.	Youth recreation programs	54
14.	Adult recreation programs	52
15.	Preventing auto theft	49
16.	Community school programs	49
17.	Cultural activities/programs for youth & adults	49
18.	Street maintenance (e.g. resurfacing, repaving)	49
19.	Creating and operating neighborhood parks	45
20.	Preparing for major disasters, like earthquakes	45
21.	Street Lighting	44
22.	Elimination of neighborhood nuisances	44
23.	Emergency shelters for homeless	42
24.	Preserving natural areas	40
25.	Neighborhood traffic safety	38





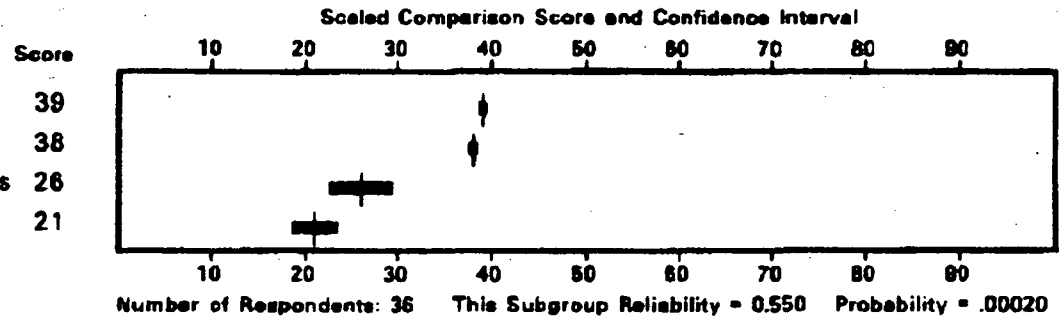
## YOUR CITY - YOUR CHOICE - Confidence Interval Report

Results from Subgroup: EAST

QUESTION: Which service is more important for city government to spend its general purpose dollars on over the next two years?

Rank  
Position

26.	Managing population growth	39
27.	New street improvements and construction	38
28.	Building and operating public swimming pools	26
29.	Street cleaning	21





## East Portland

(93 people attended)

### Public Safety; (9 mentions)

Crime prevention - grants to community groups; public safety - freedom from fear of crime; quality of policing service in neighborhoods; police service not as "good" as prior to annexation; holistic approach to public safety; increased police presence- visibility; more police officers to improve response time, community policing, crime prevention; safer streets; increased street lights, emergency services -police/fire, transit/bike patrols; public safety - citizen review process; prevention of violence; attention to child abuse, discrimination.

### Services; (6 mentions)

Community Centers for seniors and youth; multi generational/cultural facility; neighborhood based satellite services; recreation for youths and seniors; adopt a park program; More neighborhood facilities, more street lights; need for more/better parks; Youth programs; senior services (keep utility costs down); a stronger sense of community, community building library - activities; affordable/ adequate housing; more efficient government.

### Neighborhood Livability; (3 mentions)

planning/growth management- infill/flag lots, need for site review.

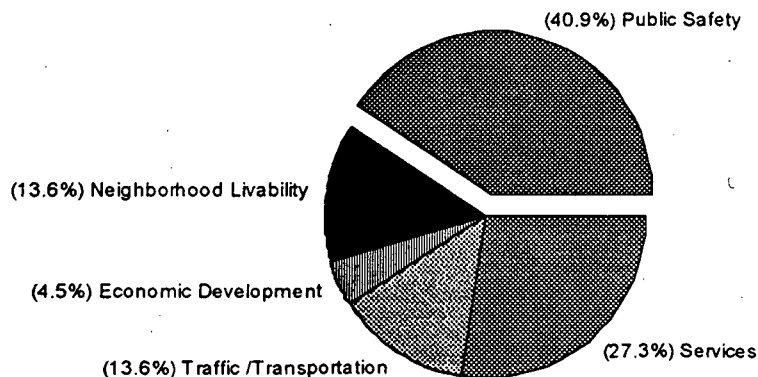
### Traffic/Transportation; (3 mentions)

Traffic management; arterials reaching limit; more signals (Glisan), add blocks and pedestrian improvements to aid safety.

### Economic Development; (1 mention)

#### Top Neighborhood Concerns

East





## Southwest

(81 people attended)

### **Traffic/Transportation;** (9 mentions)

Sidewalks on neighbor collectors/arterials that serve schools; Traffic management, pedestrian safety, speed control, crosswalks, bike lanes, neighborhood, traffic projects. Re-orient Southwest away from auto culture, crosswalks; fear of "Auto", increased traffic; traffic management; streets taken over from county need work; balanced transit system - community based solutions.

### **Neighborhood Livability;** (7 mentions)

Neighborhood livability; faster review of comprehensive plan - changes wanted; open spaces preserving; "Sensitive" planning for infill development; Planning/environmental/growth management.

### **Education;** (3 mentions)

City Council work with School District on school policing, recreation; education - greater support/concern for cost; quality.

### **Economic Development;** (2 mentions)

More efficiency with consolidation; economic development; stop "urban flight, keep jobs in the city.

### **Public safety;** (2 mentions)

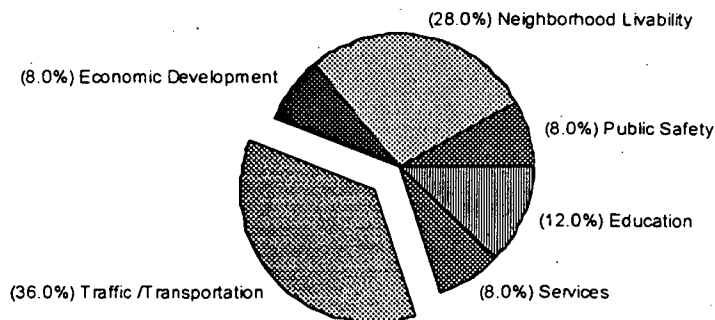
For homeless/elderly/children; enhanced community policing; more police presence; safe secure neighborhood and schools

### **Services;** (2 mentions)

Youth and job programs; homecare for seniors to stay in homes; expanding services to schools; recreational, cultural; community centers - seniors, senior services; Need for community based solutions.

#### Top Neighborhood Needs

Southwest





**CNN**  
(103 people attended)

**Public safety; (8 mentions)**

Street lighting - higher light levels, maintenance; coordinated strategy - youth and gang enforcement; burglary; public safety; more police patrol/bike/foot, safe mass transit; gangs, auto theft; more training needed for community policing volunteers; cycle of in/out of jail; safety for seniors on buses, safety of kids at school; community policing; safe streets, no fear of crime; prostitution / "sex business"/ videos, impact of traffic on Sandy Blvd..

**Economic Development; (3 mentions)**

Planned/managed; jobs, economic development; affordable housing, shelters; recreation - seniors, youth; job training for youth, new businesses (Hollywood); neighborhood revitalization (business as a resource);

**Neighborhood Livability; (2 mentions)**

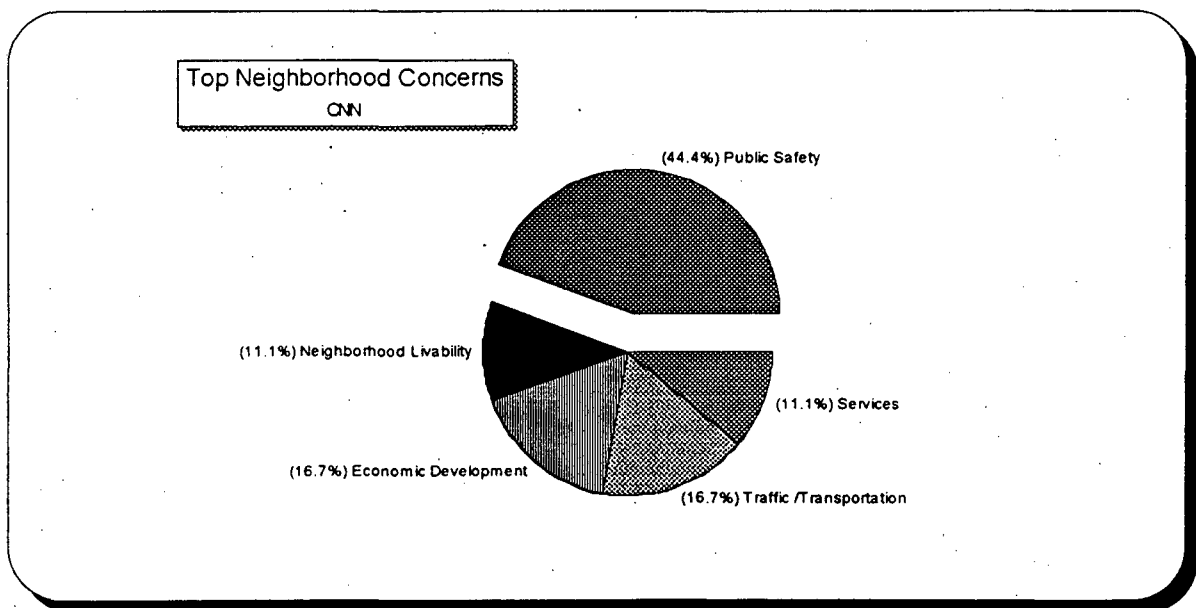
Quality of life, livability; nuisance free housing, low income housing, safe/affordable housing; neighborhood "control" ...housing;; parks/ open space, services; improved effectiveness of neighborhood associations (training).

**Services; ( 2 mentions)**

Community services; Energy conservation - bicycle/recycling; recreation; improved victim services; Youth; more education, need a bureau for children and youth; Social services; children/seniors, parks/recreation - pick up slack from reduced school activities (use volunteers, outreach "mitigation" fees)

**Traffic/Transportation; (2 mentions)**

Traffic safety; 1 hour parking not enforced; safety for pedestrians; need for more sidewalks; Traffic speed/enforcement; reduce volume - mass transit.





## Southeast

(105 people attended)

### Services; (8 mentions)

Youth prevention/at risk youth; liveability/transit/parks; multi-generational/multi-use facility; youth activities; positive proactive program; community centers for youth-more satellite places in neighborhood for services; youth services linking schools with parks and recreation; resources for youth, recreation, job training, community/city coordinate of programs with schools, support Brentwood-Darlington center; social & community services; community based model of services (integrate new/old services); youth/family services; domestic violence, shelters for battered women; training for families; accessible youth programs.

### Public Safety; (7 mentions)

Public safety - gangs/guns; safety action team; increased street lighting, increased park safety, neighborhood patrol; gangs and drug houses; crime; personal safety; vandalism, graffiti; more recreation programs, spray can restrictions; safety for kids in parks, seniors; expand community policing; police walk beats, gang and traffic enforcement; safer community/liveable neighborhood, graffiti, safe environment for seniors; safer commuting. stop crime in home, neighborhood, city.

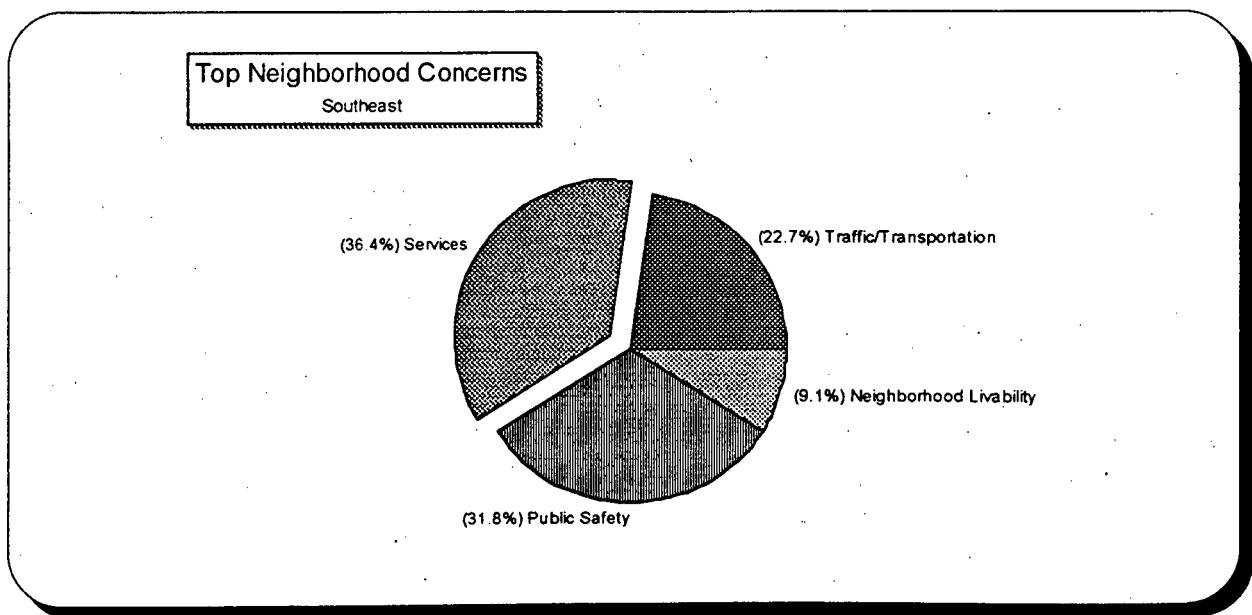
### Traffic/Transportation; (5 mentions)

Traffic/pedestrian/ bike safety; traffic management - reduce impact of traffic in neighborhoods; traffic patterns to protect kids.

### Neighborhood Livability; (2 mentions)

Neighborhood planning - density, mixed use housing; jobs, housing, transportation, green spaces, etc.; affordable housing.

### Education; Support public education





## Northeast Portland

(105 people attended)

### **Economic Development;** (6 mentions)

N/NE revitalization/ economic development - community based, family wage jobs; decent affordable housing, need adults in jobs as role model for kids ; jobs and training, family wage, youth; jobs/economic development.

### **Public safety;** (6 mentions)

Law enforcement, traffic safety, domestic violence, gang enforcement; public safety- special needs of youth; community policing, neighborhood watch, recruit NE citizens for MLK precinct; safe/peaceful; increased police patrols; improve street lighting; noise reduction; safety; youth services, recreation programs, parent /child classes.

### **Services;** (5 mentions)

Community services; children/ families; increased recreation for youth; youth agenda; activities to promote self esteem; improve communication between people, neighborhood to neighborhood, between neighborhood associations; parks/recreation programs.

### **Neighborhood Livability;** (4 mentions)

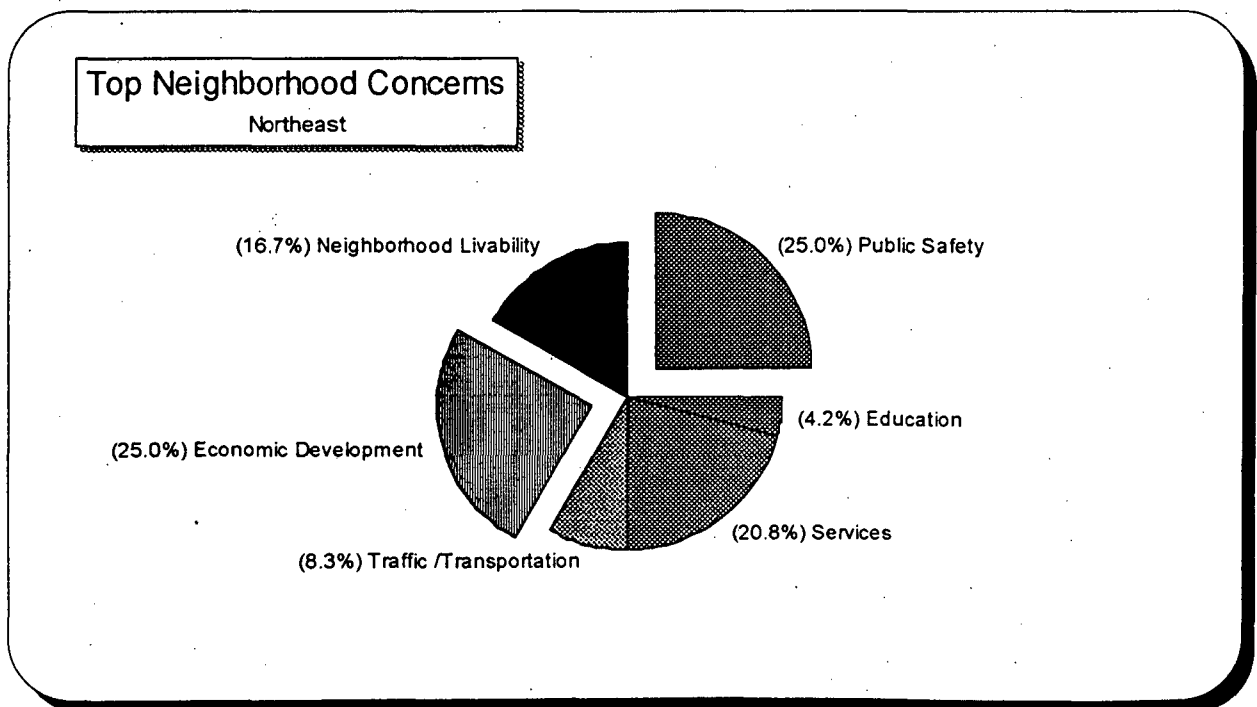
Community "coming together" i.e. kids, housing, traffic speed bumps, personal responsibility.

### **Traffic/Transportation;** (2 mentions)

Mass transit; remove median strip on MLK; traffic/liveability, speed control.

### **Education;** (1 mention)

Education





## West Northwest

(98 people attended)

### Public Safety; (11 mentions)

Traffic safety as a part of public safety; safer community; drug free zones are shifting crime to NW; more patrols/community policing; public safety (at street level), graffiti/ homelessness, parking control; prevention/reduction of violence; safety for children/families.

### Services; (6 mentions)

Community services for homeless, seniors, battered women; services for seniors Providing essential services to allow people to help themselves - youth to seniors; integration of planning services (bureau/city/county); human services, more better, more outreach; Credible, efficient, etc. delivery of services; hold managers accountable.

### Traffic/Transportation; (6 mentions)

Transportation, pedestrian enhancement, commuter traffic control, enforcing existing traffic laws, neighborhood parking management; streetcar; better street lighting.

### Neighborhood Livability; (5 mentions)

Livability; traffic, planning etc.; neighborhood planning need for integrated planning among city bureaus to address unique NW neighborhoods; planning, zoning, transportation to "protect" neighborhood; growth management i.e. traffic, stop favoring development at expense of livability; LISTEN!; neighborhood planning; management of growth, transportation, land need for coordination; open space, housing, transportation; Housing- affordable/diverse/gentrification; High quality of life.

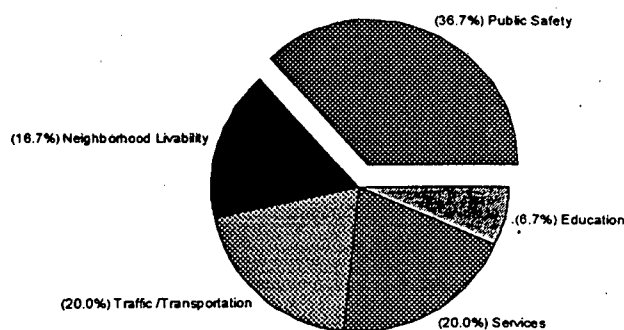
### Education; (2 mentions)

Youth recreation, helping schools solve funding problem; Education - positive opportunities for youth (recreations/community schools)

**Economic Development;** Economic development; family wage jobs.

Top Neighborhood Concerns:

West/NW





# Top Neighborhood Needs:

## North Portland (91 people attended)

### Public Safety; (11 mentions)

Increased police protection; fire/ police, drug houses; graffiti, gang enforcement; burglary calls, crime prevention; school safety; derelict housing; maintain police presence in St. John's; vandalism; safety in parks.

### Neighborhood Livability; (6 mentions)

Nuisance control; garbage collection; graffiti, abandoned vehicles; youth employment; recreation; counseling.

### Economic Development; (5 mentions)

Image of North Portland in community; community based economic development; more home ownership programs i.e. homestead program, sweat equity; jobs/family wage; youth employment, business development.

### Traffic/Transportation; (4 mentions)

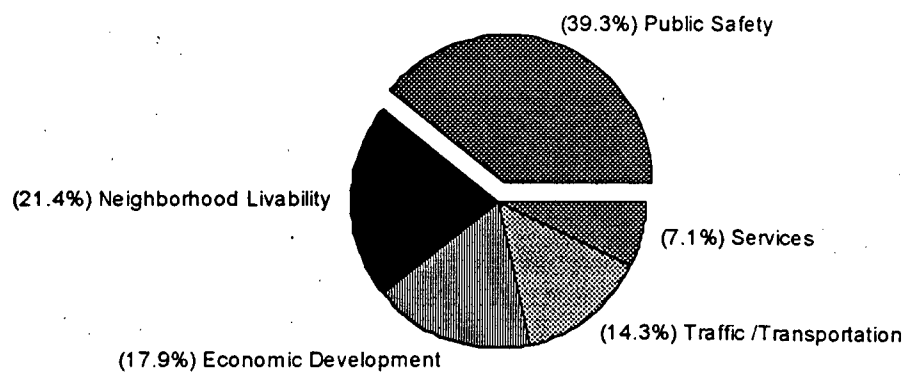
Traffic on Lombard/Willamette; St. John's Bridge.

### Services; (2 mentions)

Affordable city services; water, sewer, garbage.

### Top Neighborhood Concerns

North Portland





neighborhood patrol crime prevention program criminal investigations police family services mounted patrol bicycle patrol police special emergency response team bias crimes investigations drug and vice investigations gang enforcement team regional organized crime/narcotics task force fire suppression emergency medical services fire prevention program harbor disaster preparedness emergency dispatch operation and maintenance recreation programs youth recreation forestry municipal golf organizations and artists public drainage system recycling program rivers project combined sewer hazardous waste management water quality maintenance generating programs city schools residents gang outreach youth program CHIERS fair housing law shelter for the homeless rehabilitation loans to low-income revitalization of distressed areas income and special needs housing long range planning growth management review building code compliance building inspections neighborhood franchise agreements community Commission neighborhood media neighborhood-based crime prevention Energy Commission street maintenance street construction traffic maintenance street lighting traffic control and parking signs sidewalk maintenance and repair bridge maintenance Transit Mall maintenance emergency street services drainage and roadside maintenance neighborhood traffic management parking management

Your guide  
to City of  
Portland  
goals,  
priorities &  
opportunities

Financial  
Directions  
1994-1996

Choice



"Good citizens are the riches of a city" Skidmore Fountain inscription

# City Choice

**The City of Portland is the heart of this region, providing the economic and cultural lifeblood for the Portland metro area. Our diverse neighborhoods, beautiful open green spaces, vibrant downtown, accessible arts and an excellent school system make this city an envy across the nation.**

But like many urban areas, the City of Portland is facing difficult challenges and decisions if it is to maintain the quality of life enjoyed by its residents. We have worked diligently and successfully to keep our downtown alive and reduce the flight to the suburbs. Aging infrastructure, earthquake, air and water quality mandates, increasing service areas and budget constraints make the task of running a city more and more challenging. And there are also clouds on the horizon for the education system as Ballot Measure Five cuts deeper and deeper into school funding.

**We need your help.** The City is asking you to be our partner to sort through these issues and help plot the course for the upcoming years. You as citizens know what is important to your quality of life. We are currently working on a two-year budget and we want your priorities and ideas that will guide Council's decisions.

## **So many governments...so little time.**

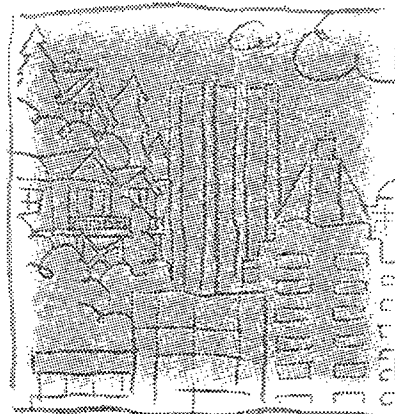
**The City of Portland is one of many governments you come in contact with daily. How do you know the service you receive is provided by the Federal, State, Regional or local government...and why should you care? Simply, a portion of your hard-earned income goes to support these local services through taxes and fees.**

### **What services does the City provide to the residents of Portland?**

Police...fire response...emergency medical...city streets, water, sewer, building permits, traffic signals, parks, business development, emergency communications, licenses, arts, recreation programs, community planning, street lights, transit planning, recycling, sidewalks, wastewater treatment, neighborhood support, environmental monitoring, golf courses, parking, watershed protection, noise control,...the list goes on.

**The city has stewardship over 9,600 acres of land, 3,577 miles of improved streets, 125,000 sewer connections, 1,700 miles of water lines serving one-third of Oregon's population, 45,000 street lights ...it's a big responsibility, one we take very seriously. The public investment made to date is significant, and we are doing everything we can to preserve your investment.**

**After years of use, the infrastructure system... your streets, sewers, water lines, parks and facilities ... are placing significant demands on our ability to maintain and improve them. Some parks and city buildings are aging at a rate exceeding our ability to maintain them. The City will need to make a considerable capital investment if we are to continue to rely on the system.**



**Add that to the stricter mandates on water and air quality, tougher earthquake building codes, growing population, larger service area due to annexation and new demands on the system — no one could argue it's not a challenge but with your help we intend to rise to the challenge. The goal will be to offer the same services and amenities to the newer parts of the city that the older areas enjoy.**

## **We hear you...loud and clear.**

**We want jobs, to be safe, and enjoy a high quality of life and we want you to be smart about it."**

**O.K. we do hear you.** You want your government to be more efficient and at the same time more responsive to your needs. We're working hard to do that.

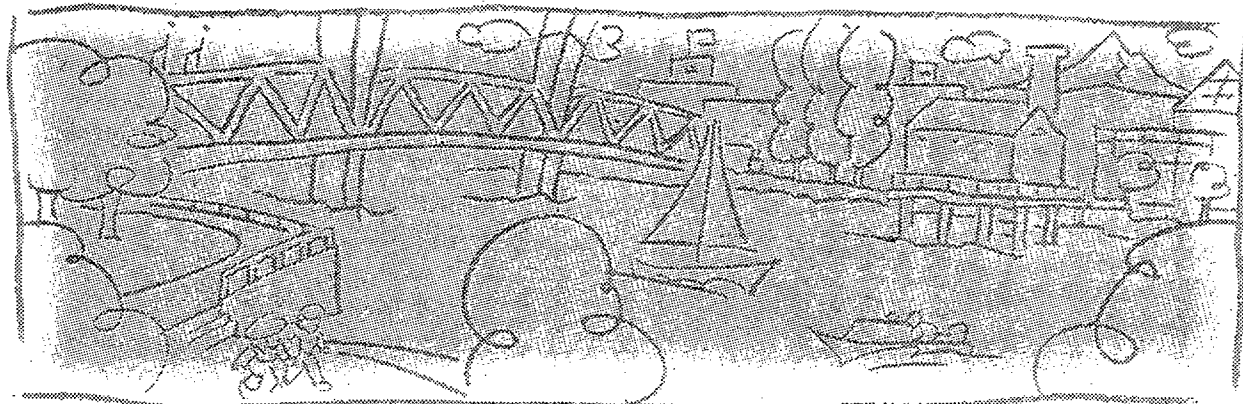
**In the aftermath of Ballot Measure Five,** we have had to tighten our belts. We have acted responsibly to continue to provide services that were originally supported by tax increment financing like business development and retention or by special levies like street lighting, by using existing resources through the general fund. Over the next two years, the general fund will absorb about \$9 million annually in debt service. It will also contribute nearly \$5 million to maintenance of the street lighting system.

**We also hear your concern to increase public safety.** This last budget year, we completed the addition of 200 police officers, allowing for more emphasis on gang enforcement, auto theft and domestic violence. We accomplished all this during the period we were adjusting to impacts of Ballot Measure Five. Community policing allows us to work smarter by involving you as partners in the solution.

**We also understand your frustration** in having to pay for services that perhaps you don't use directly. We have attempted to put many such services on a fee basis by letting those who use the service pay for it. The City provides services to the community that ensure public safety, mobility, basic utilities as in water and wastewater elimination, the development of jobs and a healthy economy, and a natural environment. Whether you directly use the service or not, the lack of certain services would significantly impact your life.

## **The City's checkbook...always balanced.**

**No credit cards for the city, we must live within our means...despite the increasing demand for services and a larger population base.**





## YOUR CITY — YOUR CHOICE

Dear City of Portland Resident:

This study will provide your City Council with valuable information to better plan for the future. The questions concern your attitudes on some key issues facing our city. Please be candid in your answers. We don't ask for your name, address, or telephone number, so be assured that your privacy is protected. Your participation is greatly appreciated and contributes to Portland's national reputation for citizen involvement in the shaping of our city. Please return this questionnaire by January 18, 1994.

Thank you.

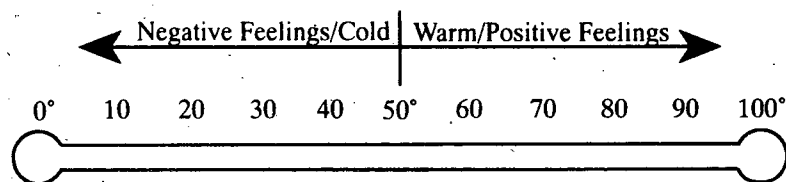
Mayor Katz

Commissioners:

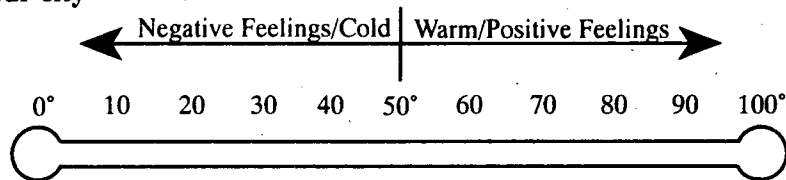
Earl Blumenauer, Charlie Hales, Gretchen Kafoury, and Mike Lindberg

1. How would you describe your overall feelings towards the following? (CIRCLE NUMBER ON THERMOMETERS. PLEASE DO NOT CIRCLE BETWEEN NUMBERS.)

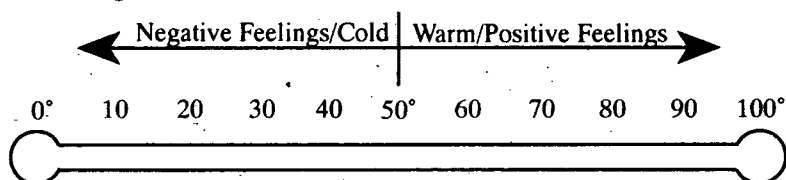
### Your neighborhood



### Your city



### Your metropolitan area



2. Would you say things in Portland as a whole are generally headed in the right direction, or would you say things in Portland are off on the wrong track? (CIRCLE NUMBER.)
1. RIGHT DIRECTION
  2. WRONG DIRECTION
  3. DON'T KNOW

3. Over the next two years, the Portland City Council will be facing many difficult issues. With limited resources, it won't be able to do everything and must establish priorities. Knowing that city resources are limited, what priority should the Portland City Council give to each of the following broad goals? (READ THROUGH ENTIRE LIST THEN CIRCLE ANSWERS.)

PLEASE DO NOT CIRCLE URGENT FOR ALL THE GOALS.  
BE SELECTIVE.

Over the next two years, quality education should receive ...

Low PRIORITY	MEDIUM PRIORITY	HIGH PRIORITY	URGENT	DON'T KNOW
-----------------	--------------------	------------------	--------	---------------

Over the next two years, credible, efficient, responsive, affordable, and accessible delivery of public services should receive ...

Low PRIORITY	MEDIUM PRIORITY	HIGH PRIORITY	URGENT	DON'T KNOW
-----------------	--------------------	------------------	--------	---------------

Over the next two years, decent, affordable housing should receive ...

Low PRIORITY	MEDIUM PRIORITY	HIGH PRIORITY	URGENT	DON'T KNOW
-----------------	--------------------	------------------	--------	---------------

Over the next two years, a well-planned city with managed and balanced growth should receive ...

Low PRIORITY	MEDIUM PRIORITY	HIGH PRIORITY	URGENT	DON'T KNOW
-----------------	--------------------	------------------	--------	---------------

Over the next two years, a safe, peaceful community should receive ...

Low PRIORITY	MEDIUM PRIORITY	HIGH PRIORITY	URGENT	DON'T KNOW
-----------------	--------------------	------------------	--------	---------------

Over the next two years, families and children should receive ...

Low PRIORITY	MEDIUM PRIORITY	HIGH PRIORITY	URGENT	DON'T KNOW
-----------------	--------------------	------------------	--------	---------------

Over the next two years, the financial stability of the city should receive ...

Low PRIORITY	MEDIUM PRIORITY	HIGH PRIORITY	URGENT	DON'T KNOW
-----------------	--------------------	------------------	--------	---------------

Over the next two years, jobs, economic vitality and security should receive ...

Low PRIORITY	MEDIUM PRIORITY	HIGH PRIORITY	URGENT	DON'T KNOW
-----------------	--------------------	------------------	--------	---------------

Over the next two years, a quality urban life should receive ...

Low PRIORITY	MEDIUM PRIORITY	HIGH PRIORITY	URGENT	DON'T KNOW
-----------------	--------------------	------------------	--------	---------------



4. Which of the following goals do you feel is most important for the City Council to give top priority to over the next two years? Second most important? Third most important? (ENTER NUMBER OF GOAL IN APPROPRIATE BOX.)

- |  |                          |                          |
|--|--------------------------|--------------------------|
| 1. Quality education   | MOST<br>IMPORTANT        | <input type="checkbox"/> |
| 2. Credible, efficient, responsive,<br>affordable, and accessible delivery<br>of public services | SECOND MOST<br>IMPORTANT | <input type="checkbox"/> |
| 3. Decent, affordable housing  | THIRD MOST<br>IMPORTANT  | <input type="checkbox"/> |
| 4. Well-planned city with managed and<br>balanced growth   |                          |                          |
| 5. Safe, peaceful community  |                          |                          |
| 6. Families and children   |                          |                          |
| 7. Financial stability of the city   |                          |                          |
| 8. Jobs, economic vitality and security  |                          |                          |
| 9. Quality urban life  |                          |                          |

5. Do you have any other high priority or urgent goals for the City Council?  
(RECORD IN SPACE BELOW.)

6. Which of the following city government services do you feel is most important? Second most important? Third most important? Fourth most important? Fifth most important? (ENTER NUMBER OF SERVICE IN APPROPRIATE BOX.)

- |   |                          |                          |
|---|--------------------------|--------------------------|
| 1. <b>Arts</b> - Supports affordable cultural activity for youth and adults, maintains public art works   | MOST<br>IMPORTANT        | <input type="checkbox"/> |
| 2. <b>Buildings</b> - Construction permits, building safety, inspection of substandard housing  | SECOND MOST<br>IMPORTANT | <input type="checkbox"/> |
| 3. <b>Community Services</b> - Steering children away from gangs, shelters for the homeless, help to battered women and children  | THIRD MOST<br>IMPORTANT  | <input type="checkbox"/> |
| 4. <b>Economic Development</b> - Small business assistance, creating and keeping jobs for city residents, recruiting and keeping businesses, revitalization of distressed areas                             | FOURTH MOST<br>IMPORTANT | <input type="checkbox"/> |
| 5. <b>Environmental Services</b> - Sewer, storm and waste water, garbage, clean river program   | FIFTH MOST<br>IMPORTANT  | <input type="checkbox"/> |
| 6. <b>Fire</b> - Fire fighting, emergency medical, prevention, disaster planning, hazardous materials   |                          |                          |
| 7. <b>Housing</b> - Affordable housing for low income, elderly, mentally ill, and homeless  |                          |                          |
| 8. <b>Parks and Recreation</b> - Neighborhood parks, natural areas, community centers, swimming pools, adult recreation, at-risk youth, community schools   |                          |                          |
| 9. <b>Planning</b> - Urban design, community/neighborhood planning, land use review, growth management  |                          |                          |
| 10. <b>Police</b> - Neighborhood patrol, crime prevention, drugs and vice, gang enforcement, auto theft, burglaries, child abuse and domestic violence investigation, community policing                    |                          |                          |
| 11. <b>Transportation</b> - Street cleaning, maintenance and physical improvements, arterial and neighborhood traffic safety, bicycle, pedestrian, street lighting, parking management, light rail planning |                          |                          |
| 12. <b>Water</b> - Supply, treatment, conservation, distribution  |                          |                          |



7. How would you like to see city government spend its general purpose dollars in the next two years? General purpose dollars pay for such things as parks, police, fire, and street lighting. Other services like water and sewer are supported by rates and fees.

Take 100 points and divide them among the 9 services listed below. You might give some services more points than others because you feel that they are more important. You might also give some services only a few points or no points because you don't feel they are important. (ENTER NUMBER OF POINTS IN THE SPACES BELOW. TRIPLE CHECK THAT YOUR POINTS ADD TO 100.)

**Arts** - Supports affordable cultural activity for youth and adults, maintains public art work \_\_\_\_\_

**Neighborhood Quality** - Neighborhood nuisance, noise, housing safety \_\_\_\_\_

**Community Services** - Steering children away from gangs, shelters for the homeless, help to battered women and children \_\_\_\_\_

**Economic Development** - Small business assistance, creating and keeping jobs for city residents, recruiting and keeping businesses, revitalization of distressed areas \_\_\_\_\_

**Fire** - Fire fighting, emergency medical, prevention, disaster planning, hazardous materials \_\_\_\_\_

**Parks and Recreation** - Neighborhood parks, natural areas, community centers, swimming pools, adult recreation, at-risk youth, community schools \_\_\_\_\_

**Planning** - Urban design, community/neighborhood planning, land use review, growth management \_\_\_\_\_

**Police** - Neighborhood patrol, crime prevention drugs and vice, gang enforcement, auto theft, burglaries, child abuse and domestic violence investigation, community policing \_\_\_\_\_

**Transportation** - Street cleaning maintenance and physical improvements, arterial and neighborhood traffic safety, bicycle, pedestrian, street lighting, parking management, light rail planning \_\_\_\_\_

+ \_\_\_\_\_  
100 points

8. What is the one biggest need in your **neighborhood** that you feel your city council should do something about over the next two years? (RECORD IN SPACE BELOW.)

9. Considering the **city as a whole**, what is the one biggest need that you feel your city council should do something about over the next two years? (RECORD IN SPACE BELOW.)

10. Over the next five years, how willing are you to pay more for the following projects? (READ THROUGH ENTIRE LIST THEN CIRCLE ANSWERS.)

To keep city streets in good repair, over the next five years I am ...

Not At All WILLING TO PAY MORE	NOT VERY WILLING TO PAY MORE	SOMEWHAT WILLING TO PAY MORE	VERY WILLING TO PAY MORE	DON'T KNOW
--------------------------------------	------------------------------------	------------------------------------	--------------------------------	---------------

To build new Fire and Police stations, over the next five years I am ...

Not At All WILLING TO PAY MORE	NOT VERY WILLING TO PAY MORE	SOMEWHAT WILLING TO PAY MORE	VERY WILLING TO PAY MORE	DON'T KNOW
--------------------------------------	------------------------------------	------------------------------------	--------------------------------	---------------

To improve streets and utilities in support of new businesses and jobs, over the next five years I am ...

Not At All WILLING TO PAY MORE	NOT VERY WILLING TO PAY MORE	SOMEWHAT WILLING TO PAY MORE	VERY WILLING TO PAY MORE	DON'T KNOW
--------------------------------------	------------------------------------	------------------------------------	--------------------------------	---------------

To keep city buildings in good repair, over the next five years I am ...

Not At All WILLING TO PAY MORE	NOT VERY WILLING TO PAY MORE	SOMEWHAT WILLING TO PAY MORE	VERY WILLING TO PAY MORE	DON'T KNOW
--------------------------------------	------------------------------------	------------------------------------	--------------------------------	---------------

To acquire, develop and improve parks and open spaces, over the next five years I am ...

Not At All WILLING TO PAY MORE	NOT VERY WILLING TO PAY MORE	SOMEWHAT WILLING TO PAY MORE	VERY WILLING TO PAY MORE	DON'T KNOW
--------------------------------------	------------------------------------	------------------------------------	--------------------------------	---------------

To build and maintain recreational facilities such as community centers and swimming pools, over the next five years I am ...

Not At All WILLING TO PAY MORE	NOT VERY WILLING TO PAY MORE	SOMEWHAT WILLING TO PAY MORE	VERY WILLING TO PAY MORE	DON'T KNOW
--------------------------------------	------------------------------------	------------------------------------	--------------------------------	---------------

11. Which of the following projects do you feel is most important for the City Council to give top priority to over the next five years? Second most important? Third most important? (ENTER NUMBER OF PROJECT IN APPROPRIATE BOX.)

- |  |                       |                          |
|--|-----------------------|--------------------------|
| 1. Keeping city streets in good repair   | MOST IMPORTANT        | <input type="checkbox"/> |
| 2. Building new Fire and Police stations   |                       |                          |
| 3. Improving street and utilities in support of new businesses and jobs                          | SECOND MOST IMPORTANT | <input type="checkbox"/> |
| 4. Keeping city buildings in good repair   |                       |                          |
| 5. Acquiring, developing and improving parks and open spaces                                     | THIRD MOST IMPORTANT  | <input type="checkbox"/> |
| 6. Building and maintaining recreational facilities such as community centers and swimming pools |                       |                          |



We ask the following questions for statistical purposes only. For example, we will compare the results with census information to determine how the returned questionnaires compare with the city's total population. We thank you for your patience.

12. What is your gender? (CIRCLE NUMBER.)

1. MALE      2. FEMALE

13. What is your age? (CIRCLE NUMBER.)

1. 18-24      3. 35-44      5. 55-64  
2. 25-34      4. 45-54      6. 65+

14. Do any children under age 18 live in your household? (CIRCLE NUMBER.)

1. YES      2. NO

15. What is your zipcode? (RECORD IN SPACES BELOW.)

9 7      —      —      —

16. How long have you lived in the Portland area?

1. LESS THAN 1 YEAR      4. 6 - 10 Years  
2. 1 - 2 YEARS      5. 11 - 20 Years  
3. 3 - 5 Years      6. 20+ Years

17. Which is the highest level of education you have completed? (CIRCLE NUMBER.)

1. GRADE SCHOOL  
2. ATTENDED HIGH SCHOOL  
3. GRADUATED HIGH SCHOOL  
4. ATTENDED COLLEGE  
5. GRADUATED FROM 2-YEAR COLLEGE  
6. GRADUATED FROM 4-YEAR COLLEGE  
7. POST GRADUATE STUDY WITHOUT DEGREE  
8. POST GRADUATE DEGREE (E.G., MD, MBA, MA, PH.D., J.D.)

18. What was your major activity during the week before last? (CIRCLE NUMBER.)

1. WORKING FULL-TIME (30 HRS. OR MORE)  
2. WORKING PART-TIME (LESS THAN 30 HRS.)  
3. HAVE JOB BUT NOT AT WORK BECAUSE OF ILLNESS, VACATION, STRIKE, ETC.  
4. LOOKING FOR WORK, UNEMPLOYED, LAID OFF  
5. ATTENDING SCHOOL  
6. RETIRED  
7. KEEPING HOUSE  
8. OTHER

19. Which of the following best describes your racial or ethnic group? (CIRCLE NUMBER.)

1. ASIAN OR PACIFIC ISLANDER  
2. BLACK/AFRICAN-AMERICAN  
3. NATIVE AMERICAN  
4. SPANISH/HISPANIC  
5. WHITE/CAUCASIAN  
6. OTHER

20. Which category best describes your 1993 gross household income, before taxes? Remember to include everyone living in your household. Your best estimate will do. (CIRCLE NUMBER.)

1. LESS THAN \$15,000  
2. \$15,001 TO \$30,000  
3. \$30,001 TO \$50,000  
4. \$50,001 TO \$75,000  
5. OVER \$75,000

That concludes the worksheet. But before you finish, do you have any last words about the budget goals you would like to share? Anything goes!

PLEASE RETURN THIS  
QUESTIONNAIRE BY JANUARY 18, 1994

Fold Here

Place  
Stamp  
Here

Mayor Vera Katz  
Portland City Hall  
1220 SW 5th Avenue  
Portland, OR 97204

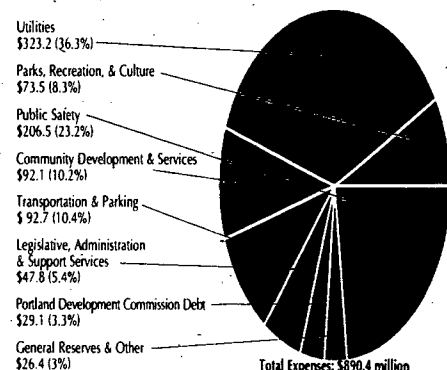


**The City uses two checkbooks, dedicated and discretionary.** As you might guess, dedicated funds can only be used for certain services such as water revenues can only be used for water services. Gas tax and sewer fees are also dedicated funds. Nearly 80% of the City's total budget is supported by dedicated funds.

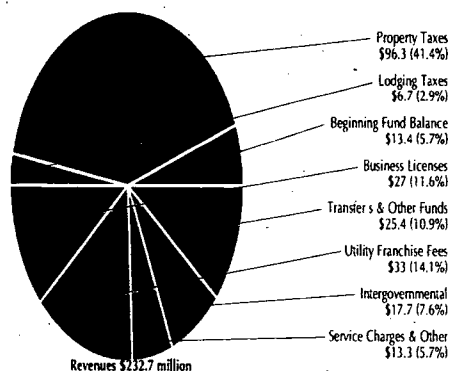
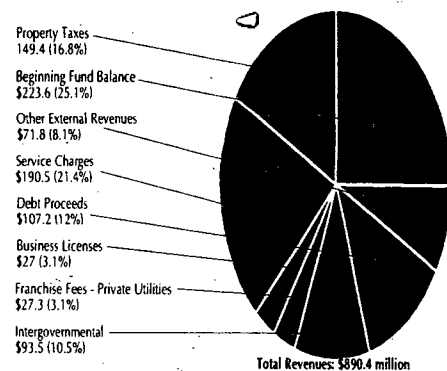
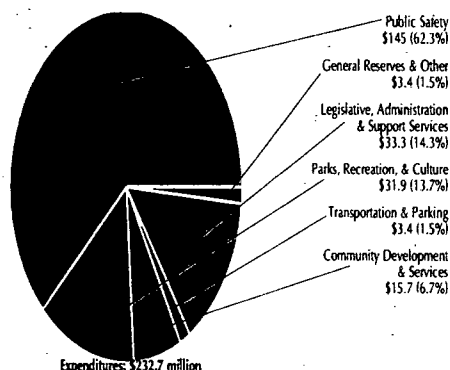
**Discretionary funds, derived from property tax revenues, business licenses, utility franchises, lodging tax and other fees, total only \$185 million of the City's \$890 million budget.** These funds are used to support police, fire, parks, administration, economic development, neighborhood organization, arts, street lighting and energy.

**Here's how the checkbook balances out:**

**Total Budget all funds (millions of dollars)**



**General Fund Budget (millions of dollars)**



## The City's report card...triple A

**The City is managing your resources very well through improved productivity, sound fiscal management and a workforce dedicated to delivery of services in a cost-efficient, customer-oriented manner. Here's a glimpse at the report card:**

- Portland maintains its Aaa bond rating, the highest designation, which results in lower capital improvement costs.
- For three consecutive years, the City of Portland has been rated among the top five cities nationally in fiscal management; this year we're number 2.
- Average response time to high priority police calls is 15% quicker than in 1988.
- The False Alarm Information Program has led to a 44% reduction in false alarm incidents since 1989, increasing available officer time by the equivalent of six positions.
- The number of derelict buildings was reduced from 1550 to 650 over the last three years, which means greater neighborhood livability.
- Transportation reduced the backlog of roads needing repaving by 84 miles during the last six years...that's in spite of an annual average increase in requirements of 100 miles.

- Nearly 33% of Portland's garbage is diverted from landfills through the new Residential Recycling Program.
- Staffing in the water Bureau has only increased by 3% while the service area has grown by one-third with an additional 16,500 new customers.
- The Parks Bureau automated its recreation permit system, reducing the time to get a reservation by half.
- Since 1988-89, emergency fire and medical incidents have declined by 7.3% and 8% respectively.

**There's more, but we don't want to brag too much.** Don't worry...we are not resting on our laurels. We know we have a long way to go in meeting your needs and improving customer service.

## Tougher challenges ahead...for all of us.

**We have a vision for the future...citizens worked with us to develop Portland Future Focus, a road map that will guide our decisions regarding education, business, diversity, growth, arts and green space. We want to ensure that the generations that follow us will be able to enjoy the rich urban environment we cherish.**

**That doesn't come easy. Many forces could shape our success:**

- a concern for personal safety and the growth of violence;
- the City's financial position and the effect of actions taken by Federal, state and others governments.
- basic human needs, families and children;
- lack of government credibility;
- the stability of the education system;
- potential growth and development;
- business vitality and health.

**The impact of Ballot Measure Five is increasing.** As the State feels the full force of the measure, it will reduce programs, services and support. Pairing that with the expanding capital needs for both existing and new systems makes it essential to prioritize our initiatives.

**With these in mind, Portland City Council has developed vision goals for the next five years.** These goals will guide decisions regarding the expenditure of limited resources, including financial, program and political leadership.

### Top Priority Goals:

- Safe, Peaceful Community
- Economic Vitality and Security
- Well-Planned City with Managed/Balanced Growth
- Credible, Efficient, Responsive, Affordable and Accessible Delivery of Public Services
- High Quality of Life

### High Priority Goals:

- Financial Stability of City
- Decent Affordable Housing
- Quality Education
- Families and Children

**Out of these goals the City Council and Bureau managers have developed initiatives and program ideas, that address a range of topics from increased jobs for residents to implementation of plans for future growth; addressing the deteriorating infrastructure to targeting repeat offenders; school support to safer streets. The list of initiatives goes on, but it will not be complete until we hear from you.**



The stakes are too high for government to be a spectator sport. Barbara Jordan

City services are essential to so much of our everyday lives, from how your tax dollars are spent to the impact of those decisions on Portland's peaceful and livable community.

We need your interest, the love of your City and your good ideas. We are asking for your help in prioritizing our choices and defining our direction. Each decision has its own set of trade-offs, and we want to know what's important to you.

In the past, your input has come too late in the process to have significant impact. The City Council wants your ideas earlier so it can help shape the issues and provide guidance in the budget.

We're making it even easier to get involved. This year we have set seven community forums where you can bring your ideas and concerns and discuss the issues with Portland's City Council and service managers.

We've also developed a worksheet/survey to help prioritize these ideas into a workable tool the Council will use during the budgeting process this year. If there is not one enclosed, please call 823-4519 and we'll send one to you.

As always, there will be opportunity for citizen testimony during the budget process. Written testimony is also encouraged. Budget hearing dates are April 12 - 22, 1994. You can also participate in the Bureau Advisory Committees. Call the city service bureau you are interested in or the Office of Neighborhood Associations and inquire. And, of course, you can call your City Council.

We need your help. Portland has tough challenges ahead. With you as our partner, there is no question we'll be able to keep Portland the best place to live, work and play. Let us hear from you!

## More Information call 823-4519

### City Council

#### Mayor Vera Katz

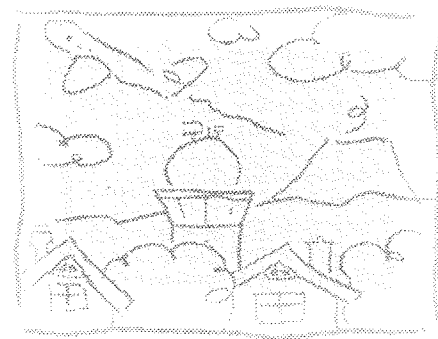
1220 SW Fifth Ave., Rm. 303  
Portland, OR 97204  
823-4120

#### Commissioner Earl Blumenauer

1220 SW Fifth Ave., Rm. 407  
Portland, OR 97204  
823-3589

#### Commissioner Charlie Hales

1220 SW Fifth Ave., Rm. 404  
Portland, OR 97204  
823-4682



#### Commissioner Gretchen Kafoury

1220 SW Fifth Ave., Rm. 211  
Portland, OR 97204  
823-4151

#### Commissioner Mike Lindberg

1220 SW Fifth Ave., Rm. 414  
Portland, OR 97204  
823-4145

# Your Choice Speak Up!

## Community Forum dates

You are welcome to join us at any of the following community forums. The Office of Neighborhood Associations will make arrangements for those with special needs who want to attend.

If you need an interpreter, sign language, or want to know about wheelchair access, or any other special need, please call in advance, 823-4519, so that you may be accommodated.

### North Portland Neighborhood:

January 5th, Wednesday, 7pm-9pm  
St. John's Community Center  
8427 N. Central St.

### Neighbors West/Northwest:

January 8th, Saturday, 2pm-4pm  
Montgomery Park 1st Floor  
Meeting Room  
2701 NW Vaughn St.

### Northeast Coalition of Neighborhoods:

January 10th, Monday, 7pm-9pm  
King Facility Cafetorium  
4815 NE 7th Ave

### Southeast Uplift:

January 13th, Thursday, 7pm-9pm  
Franklin High School Cafeteria  
5405 SE Woodward St.

### Southwest Neighborhood Information, Inc.:

January 15th, Saturday, 2pm-4pm  
Multnomah Center Auditorium  
7688 SW Capitol Hwy.

### Central Northeast Neighbors:

January 15th, Saturday, 10 am - noon  
Rose City Nazarene Church Gym  
7016 NE Sandy Blvd.

### East Portland District Coalition

January 19th, Wednesday 7pm - 9pm  
Floyd Light Middle School  
10800 SE Washington

## Budget timeline

January	Council holds Community Meetings Bureau Work Sessions 28 - Bureaus submit budgets
February	Council follow-up sessions Mayor/Commissioner meetings
March	15 Final Decisions on proposed budget
April	8 Mayor's proposed budget issued 12-22 Council Budget Hearings
May	13 Approved Budget to Tax Supervising and Conservation Commission (TSCC)
June	TSCC reviews approved budget
June	15 Council adopts budget
July	15 Adopted budget submitted to County Assessor



MEETING DATE: DEC 30 1993

AGENDA NO: R-14

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Library G.O. Bond Reimbursement Resolution

BOARD BRIEFING Date Requested: \_\_\_\_\_

Amount of Time Needed: \_\_\_\_\_

REGULAR MEETING: Date Requested: December 30, 1993

Amount of Time Needed: 5 minutes

DEPARTMENT: MSS DIVISION: Finance

CONTACT: Dave Boyer TELEPHONE #: 248-3903  
BLDG/ROOM #: 106/1430

PERSON(S) MAKING PRESENTATION: Dave Boyer

ACTION REQUESTED:

☐ INFORMATIONAL ONLY ☐ POLICY DIRECTION ☐ APPROVAL ☐ OTHER

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

SEE ATTACHED MEMO


1/5/94 certified true copy & copy  
to Dave Boyer, copy to  
Jim Emerson

1993 DEC 21 AM 8:18  
MULTIPLAH COUNTY  
OREGON  
BOARD OF  
COUNTY COMMISSIONERS

SIGNATURES REQUIRED:

ELECTED OFFICIAL: \_\_\_\_\_

OR

DEPARTMENT MANAGER: 

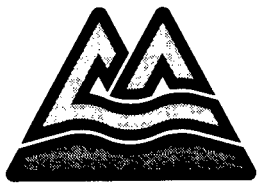
ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

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

0516C/63

6/93





# MULTNOMAH COUNTY OREGON

BEVERLY STEIN  
COUNTY CHAIR

EMPLOYEE SERVICES  
FINANCE  
LABOR RELATIONS  
PLANNING & BUDGET  
RISK MANAGEMENT

(503) 248-5015  
(503) 248-3312  
(503) 248-5135  
(503) 248-3883  
(503) 248-3797

(503) 248-5170 TDD

PORTLAND BUILDING  
1120 S.W. FIFTH, 14TH FLOOR  
P.O. BOX 14700  
PORTLAND, OREGON 97214

PURCHASING, CONTRACTS  
& CENTRAL STORES

(503) 248-5111

2505 S.E. 11TH, 1ST FLOOR  
PORTLAND, OREGON 97202

## MEMORANDUM

To: Board of County Commissioners

From: Dave Boyer, Finance Director

Date: December 20, 1993

Requested Placement Date: December 30, 1993

RE: Reimbursement of Library G.O. Bond Capital Expenditures

### I. Recommendation/Action Requested:

Approve resolution which will authorize the County to reimburse expenditures related to the Library G.O. Bond which are incurred before the Bonds are issued

### II. Background/Analysis:

The voters approved the G.O. Bond in May and the County has filed a validation suit which will not be presented to the Courts until December 29 and the Bonds will not be issued until February or March of 1994. However, architectural and engineering work is being done on the Central Library and this resolution will allow the County to reimburse itself for any expenditures made prior to issuing the bonds. The County must officially declare its intent to reimburse itself under United States Treasury Regulations.

### III. Financial Impact:

Expenditures made prior to issuing Library G.O. Bonds will be reimbursed and will not have to be paid by the Library Fund or General Fund.

### IV. Legal Issues:

Bond Counsel and County Counsel have both reviewed the Resolution.

### V. Controversial Issues:

None



VI. Link to Current County Policies:

This follows the direction received from the Board during the various briefings we have made to the Board regarding the Library G.O. Bond issue.

VII. Citizen participation:

This is a technical Resolution and citizens have not been involved.

VIII. Other Government Participation:

None. Library and Facilities Management have been kept appraised of the progress on the G.O. Bond progress.



**BEFORE THE BOARD OF COUNTY COMMISSIONERS  
MULTNOMAH COUNTY, OREGON**

In the matter of the Declaration of	)	
Official Intent to Reimburse Capital	)	RESOLUTION
Expenditures with proceeds of debt	)	#93- 411
issued to finance the expansion,	)	
remodeling and equipping of various	)	
library facilities	)	

WHEREAS, Multnomah County, Oregon (the "County") anticipates incurring expenditures (the "Expenditures") to rehabilitate existing library facilities, to construct additions to existing library facilities and to acquire land on which such additions are to be located (the "Project"); and

WHEREAS, The County intends to finance the costs of the Project with the proceeds of funds to be borrowed (the "Borrowing") by the County; and

WHEREAS, the maximum principal amount of the Borrowing anticipated to be incurred to finance the Project is \$31,000,000; and

WHEREAS, the County wishes to memorialize the declaration of official intent to reimburse the Expenditures in conformity with the requirements of United States Treasury Regulations Section 1.150-2;

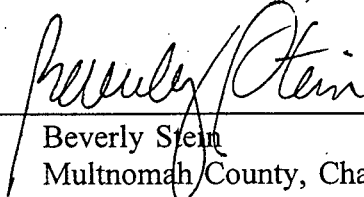
NOW, THEREFORE, BE IT RESOLVED by the Board of County Commissioners that:

The County intends to reimburse itself with the proceeds of the Borrowing for any of the Expenditures incurred by it prior to the issuance of the Borrowing.

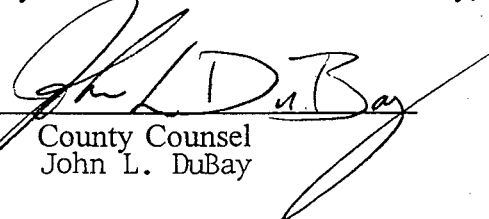
ADOPTED this 30 day of December, 1993.



BOARD OF COUNTY COMMISSIONERS  
MULTNOMAH COUNTY, OREGON

By:   
Beverly Stein  
Multnomah County, Chair

Reviewed By:  
LAURENCE KRESSEL  
County Counsel for Multnomah County, Oregon

By:   
County Counsel  
John L. DuBay



MEETING DATE: DEC 30 1993

AGENDA NO: R-17

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Ordinance Amending MCC 2.60.310 and 2.60.315

BOARD BRIEFING Date Requested: \_\_\_\_\_

Amount of Time Needed: \_\_\_\_\_

REGULAR MEETING: Date Requested: December 30, 1993

Amount of Time Needed: 5 minutes

DEPARTMENT: MSS DIVISION: Finance

CONTACT: Dave Boyer TELEPHONE #: 248-3903  
BLDG/ROOM #: 106/1430

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):

SEE ATTACHED MEMO

SIGNATURES REQUIRED:

ELECTED OFFICIAL: \_\_\_\_\_

OR

DEPARTMENT MANAGER: 

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

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

0516C/63

BOARD OF  
COUNTY COMMISSIONERS  
1993 DEC 21 AM 11:11  
MULTNOMAH COUNTY  
OREGON



## ORDINANCE FACT SHEET

Ordinance Title: Ordinance amending MCC 2.60.310 and 2.60.315

Give a brief statement of the purpose of the ordinance (include the rationale for adoption of ordinance, description of persons benefited, other alternatives explored):

What other local jurisdictions in the metropolitan area have enacted similar legislation?

Most local jurisdictions in metropolitan area have an Investment Advisory Board.

What has been the experience in other areas with this type of legislation?

Allows more oversight of investments.

What is the fiscal impact, if any?

None

### SIGNATURES:

Person Filling Out Form: 

Planning & Budget Division (if fiscal impact): \_\_\_\_\_

Department Manager/Elected Official: \_\_\_\_\_





# MULTNOMAH COUNTY OREGON

BEVERLY STEIN  
COUNTY CHAIR

EMPLOYEE SERVICES  
FINANCE  
LABOR RELATIONS  
PLANNING & BUDGET  
RISK MANAGEMENT

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PURCHASING, CONTRACTS  
& CENTRAL STORES

(503) 248-5111

2505 S.E. 11TH, 1ST FLOOR  
PORTLAND, OREGON 97202

## MEMORANDUM

To: Board of County Commissioners

From: Dave Boyer, Finance Director *DB*

Date: December 20, 1993

Requested Placement Date: December 30, 1993

RE: Ordinance Amending MCC 2.60.310 and 2.60.315, Investment  
Advisory Board.

### I. Recommendation/Action Requested:

Approve Ordinance amending MCC 2.60.310 and 2.60.315.

### II. Background/Analysis:

The County Auditor has completed an audit of the Treasury activities and has recommended greater oversight by the Investment Advisory Board. The County Chair is recommending to increase the number of members of the Investment Advisory Board from three to five and increase the number of meetings to be held in a year from two to four. This will allow for more oversight of the investment activities of the County by the Investment Advisory Board.

### III. Financial Impact:

None

### IV. Legal Issues:

County Counsel has reviewed the Ordinance.

### V. Controversial Issues:

None

### VI. Link to Current County Policies:

This follows the recommendation of the County Chair.



VII. Citizen participation:

None

VIII. Other Government Participation:

None.



BEFORE THE BOARD OF COUNTY COMMISSIONERS  
FOR MULTNOMAH COUNTY, OREGON  
ORDINANCE NO. \_\_\_\_\_

An Ordinance amending MCC 2.60.310 and MCC 2.60.315 relating to the Investment Advisory Board by increasing the membership and increasing the meetings.

(Language in brackets [ ] is to be deleted; underlined language is new)

Multnomah County Ordains as follows:

Section I. Findings

A. The Treasury Audit recommends more oversight of the investment activities by the Investment Advisory Board.

B. The Chair of the Board of County Commissioners and Finance Director are recommending the membership be increased to five people and meetings should be held quarterly.

Section II. Amendments

MCC 2.60.310. Membership is amended to read: The Board shall consist of [three] five people appointed by the County Chair with the approval of the Board of County Commissioners. Members shall serve three-year terms and be eligible for reappointment.

MCC 2.60.315. Meetings is amended to read: The Board shall meet [semiannually] quarterly.



1 Adopted this \_\_\_\_\_ day of \_\_\_\_\_, 1994, being the  
2 date of its second reading before the Board of County Commissioners  
3 of Multnomah County, Oregon.  
4

5 \_\_\_\_\_  
Beverly Stein  
Multnomah County Chair

6 Reviwed:  
Laurence Kressel, County Counsel  
7 For Multnomah County, Oregon

8 By   
County Counsel  
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# 1

**PLEASE PRINT LEGIBLY!**

**MEETING DATE**

12/30/93

**NAME**

Grecton Kaffoury

**ADDRESS**

1220 SW FIFTH Av., Room 211

**STREET**

PORTLAND, OREGON 97204

**CITY**

**ZIP CODE**

**I WISH TO SPEAK ON AGENDA ITEM #**

R18

**SUPPORT**

X

**OPPOSE**

**SUBMIT TO BOARD CLERK**



#2

PLEASE PRINT LEGIBLY!

MEETING DATE 12/30/93

NAME Bill Mavin

ADDRESS 2545 E. Evanside, #1  
STREET  
Portland OR

CITY Representing MCCA + Chuck Cunningham ZIP CODE

I WISH TO SPEAK ON AGENDA ITEM # R-18

SUPPORT X OPPOSE \_\_\_\_\_  
SUBMIT TO BOARD CLERK



MEETING DATE: DEC 30 1993

AGENDA NO: R-18

(Above space for Board Clerk's Use Only)

**AGENDA PLACEMENT FORM**

**SUBJECT:** Resolution Adopting the "Strategy for Serving Homeless Single Adults in Portland/Multnomah County, Oregon"

**BOARD BRIEFING** Date Requested: \_\_\_\_\_

Amount of Time Needed: \_\_\_\_\_

**REGULAR BRIEFING** Date Requested: December 30, 1993

Amount of Time Needed: 10 minutes

**DEPARTMENT:** \_\_\_\_\_ **DIVISION:** Children & Family Svcs

**CONTACT:** Rey España **TELEPHONE:** 248-5464

**BLDG/ROOM:** B161/2nd

**PERSON(S) MAKING PRESENTATION:** Rey España/Chuck Currie (Community Action Commission)

**ACTION REQUESTED:**

☐ INFORMATIONAL ONLY    ☐ POLICY DIRECTION    ☒ APPROVAL    ☐ OTHER

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

The Children and Family Services Division (formerly Housing and Community Services Division) is requesting approval of a resolution adopting the "Strategy for Serving Homeless Single Adults in Portland/Multnomah County, Oregon".

This plan outlines the goal and strategies for the emergency basic needs system to help homeless single adults move from homelessness to housing stabilization and long-term self-sufficiency; the partnerships with County, City of Portland, United Way, non-profit service providers, and the private/business sector, which are needed to realize this goal; and the implementation steps to get there.

A Board briefing on the Strategy has been scheduled for December 28, 1993. This resolution requests the action to approve the Strategy as County policy.

**SIGNATURES REQUIRED:**

**ELECTED OFFICIAL:** \_\_\_\_\_

**OR**

**DEPARTMENT MANAGER:** \_\_\_\_\_

**ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES**

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

BOARD OF  
COUNTY COMMISSIONERS  
1993 DEC 20 AM 9 23  
MULTNOMAH COUNTY  
OREGON

45/94 copy to  
Rey España






# MULTNOMAH COUNTY OREGON

DEPARTMENT OF SOCIAL SERVICES  
HOUSING AND COMMUNITY SERVICES DIVISION  
YOUTH PROGRAM OFFICE  
421 S.W. FIFTH, SECOND FLOOR  
PORTLAND, OREGON 97204-2221  
PHONE (503) 248-5464 FAX (503) 248-3332  
COUNTY INFORMATION TDD (503) 248-5040

COMMUNITY  
CHILDREN AND  
YOUTH SERVICES  
COMMISSION

TO: Board of County Commissioners

FROM: Rey España, Children and Family Services Division 

DATE: December 14, 1993

SUBJECT: Resolution Adopting the "Strategy for Serving Homeless Single Adults in Portland/Multnomah County, Oregon"

**I. Recommendation/Action Requested:** The Children and Family Services Division, Community Action Program recommends approval of the attached resolution.

**II. Background/Analysis:** The Community Action Program is proposing through resolution that the Board adopt the "Strategy for Serving Homeless Single Adults in Portland/Multnomah County, Oregon" as County policy. A briefing is scheduled for December 28, 1993. The resolution adopts the Strategy as County policy and provides direction for funding decisions.

The Strategy refocuses the emergency basic needs system for homeless single adults away from a "warehousing" approach to an outcome-based approach promoting housing stabilization and long-term self-sufficiency. It involves the integration of services to resolve issues of people that caused their homelessness, such as mental illness, alcohol/drug abuse, poverty, lack of affordable housing. The Strategy depends on a partnership among government, service providers, and the private sector, with an expectation that individuals participate in efforts to reduce their homelessness.

**III. Financial Impact:** The Strategy addresses both the reprogramming of existing Community Action Program and City of Portland funds toward identified core services, and the need to raise additional funds to provide the services. The resolution calls for the Community Action Program to develop a budget request for consideration by the Board to support the implementation of this homeless singles strategy, as part of the FY 1994-95 budget cycle.

**IV. Legal Issues:** Multnomah County is the designated Community Action Agency for Portland/Multnomah County. As such, it is responsible for developing policies and plans to address the causes and consequences of poverty, and for administering homeless services funds allocated by federal and state sources.

**V. Controversial Issues:** This Strategy changes the status quo and could affect current service providers. The Community Action service providers as a group have endorsed the Strategy, but individual providers may still hold reservations about its impact on their agencies.

**VI. Link to Current County Policies:** This Strategy relates to County policies on integrated services, outcome-based service provision, and partnerships.

**VII. Citizen Participation:** The Strategy is the product of a comprehensive community planning process. Citizen advisory committees that approved the Strategy include: CAC's Homeless Advisory Committee, Community Action Commission (CAC), Housing and Community Development Commission, Funders Advisory Committee. See attached roster of community participants.

**VIII. Other Government Participation:** The City of Portland will be processing a resolution to adopt the Strategy simultaneously with the County. The City has been closely involved in the development of the Strategy, as has the Housing Authority of Portland.

sinres.srs



**STRATEGY FOR SERVING HOMELESS SINGLE ADULTS IN  
PORTLAND/MULTNOMAH COUNTY, OREGON**

**ROSTER OF COMMUNITY PLANNING PARTICIPANTS**

**I. WORK GROUP PARTICIPANTS: DEVELOPMENT OF HOUSING/SERVICE MODEL**

**Homeless Single Women**

Bradley Angle House (Chiquita Rollins)  
Council for Prostitution  
Alternatives (Susan Hunter)  
REACH (Jennifer Nelson)  
Transition Projects (Jill Walters)  
West Womens & Childrens Shelter (Aloha Palmer)  
Wings of Love (Lisa Clay)  
YWCA (Susan Tisdale)

**Homeless Alcoholics and Drug Abusers**

Central City Concern (Richard Harris)  
Multnomah County Alcohol & Drug Program  
(Alyce Dinger)  
Northwest Pilot Project (Cathy Spofford, Bobby  
Weinstock)  
Saint Vincent DePaul (Cathleen Marriott-Brave)  
Salvation Army (Major Hogan)  
Transition Projects (Susan Drier, John Simmons)

**Chronically Mentally Ill Homeless**

Central City Concern (Barbara Hinkle)  
Mental Health Services West (Jack Costello, Erin Fisher, Julie Larson)  
Mind Empowered (Garrett Smith, Steve Walker)  
Multnomah County Health Department (Kim Tierney)  
Multnomah County Mental and Emotional Disabilities (Paula Marfia)  
Oregon Mental Health Division (Dale Krieger)

**Other Participants/Staff**

Housing Authority of Portland (Marge Ille)  
Multnomah County Housing and Community Services Division (Paula Corey, Barbara Hershey, Wendy  
Lebow, Barbara Willer)

**II. HOMELESS ADVISORY COMMITTEE**

Bradley-Angle House (Chiquita Rollins)  
Burnside Advocates Group (Chuck Currie)  
City of Gresham, Housing and Community Development (Peter Von Christierson)  
City of Portland, Bureau of Housing and Community Development (Howard Cutler, Bob Durston)  
City of Portland, Police Bureau (Chief Charles Moose)  
Ecumenical Ministries of Oregon (Rodney Page)  
Housing Authority of Portland (Marge Ille)  
Housing NOW (Lynne Taccogna)  
Multnomah County Housing and Community Services Division (Rey España, Bill Thomas)  
Northwest Pilot Project (Susan Emmons)  
Outside In (Kathy Oliver)  
Planning Consultant (Peter Fry)  
Portland Impact (Teresa Taylor)  
Transition Projects (John Simmons)  
United Way (Matthew Nelson)



### III. SINGLES ADVISORY COMMITTEE (AD HOC)

Association for Portland Progress (Rob DeGraff)  
Central City Concern, Estate Hotel (Jason Renaud)  
Central Eastside Industrial Council (Greg Wentworth)  
City of Portland, Bureau of Housing and Community Development (Howard Cutler)  
Downtown Chapel (Tom DeJardin)  
First Congregational Church (Pat Ross)  
Mental Health Services West (June Dunn, Gail Lemberger)  
Metro Management (Mike Hashen)  
Multnomah County Alcohol & Drug (Alyce Dinger)  
Multnomah County Department of Community Correction (Mike King)  
Northwest Pilot Project (Bobby Weinstock)  
Old Town Cafe (Mike Roberts)  
Planning Consultant (Peter Fry)  
Portland Rescue Mission (Jim Teel)  
Salvation Army (Major Hogan)  
Transition Projects (Jean DeMaster, Jill Walters)  
U.S. Bank (Vickie Vandehey)  
University of Portland, Social Work (Joe Gallegos)

### IV. COMMUNITY ACTION COMMISSION

Arellano, Rafael	Murdock, Carole
Currie, Chuck (rep. Com. Gretchen Kafoury)	Ross, Gene
Gerard, Renita (rep. Chair Beverly Stein)	Savidge, Jan (rep. Mayor Gussie McRobert)
Gruenfeld, Deborah (rep. Com. Dan Saltman)	Shah, Ikhlas
Lacross, Xanthia	Shibley, Rep. Gail
Lewis, Brittany	Shipp, Luana
Moose, Chief Charles	Smock, Kristina
Muir, Bill	Webster, Bonnie (rep. Com. Sharron Kelley)

### V. HOUSING AND COMMUNITY DEVELOPMENT COMMISSION

Beegle, Donna	Jozsa, Margaret Ann
Blomgren, Douglas	Madrigal, Gerardo
Brown, Willie	Monroe, Norm
Cook, Terry	Piper, Carolyn
Costello, Jack	Rodriguez, Rocky
Emmons, Susan	Rudman, Steve
Galbreath, Samuel	Ryan, Micky
Harris, Dewey	Staehli, Jeanne
Heckers, Kurt	West, Denny
Hunter, Neyle	



RESOLUTION

BEFORE THE BOARD OF COUNTY COMMISSIONERS  
OF MULTNOMAH COUNTY, OREGON

In the matter of adopting the "Strategy )  
for Serving Homeless Single Adults in ) RESOLUTION  
Portland/Multnomah County, Oregon" ) 93-408

WHEREAS, the Oregon Benchmarks identify the need for reducing the number of Oregonians who were homeless at some time in the last year; and

WHEREAS, according to the Comprehensive Housing Affordability Strategy (CHAS), there are an estimated 14,000 people annually who are homeless in Multnomah County, with approximately 7,000 of these homeless people being single adults; and

WHEREAS, Multnomah County, through its designation as the local Community Action Agency, and the City of Portland, through its designation as an entitlement city under the Community Development Block Grant Program, are responsible for addressing the needs of homeless people; and

WHEREAS, the County and the City of Portland are jointly and cooperatively involved in the planning, development, and funding of housing and service systems for homeless people; and

WHEREAS, the County's goal of outcome-based service provision has been emphasized in the recent community planning process to restructure the housing and services system for homeless single adults, by moving from an emergency shelter and "warehousing" approach to an outcome-based strategy for housing homeless people through promoting housing stabilization and long-term self-sufficiency; and

WHEREAS, this collaborative planning effort has involved extensive citizen, client, and provider participation, and has resulted in a community consensus over a revised strategy for serving homeless single adults; and

WHEREAS, this strategy has been adopted by the Community Action Commission and the Housing and Community Development Commission; and

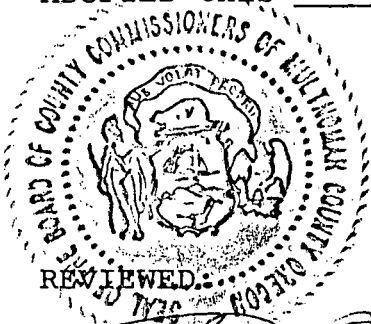
WHEREAS, this strategy commits the County and City of Portland to design and fund programs that will address the Oregon Benchmarks by reducing the incidence of homelessness;



THEREFORE, BE IT RESOLVED, that the Board of County Commissioners does hereby adopt the "Strategy for Serving Homeless Single Adults in Portland/Multnomah County, Oregon" as the policy direction and strategic plan for developing, funding, and implementing housing and service programs for homeless single adults in downtown Portland.

BE IT FURTHER RESOLVED, that the Board of County Commissioners does hereby instruct the Childrens and Family Services Division, Community Action Program, to develop a FY 1994-95 budget request for consideration by the Board to support the implementation of this homeless singles Strategy.

ADOPTED this 30th day of December, 1993.



By

Beverly Stein, Chair  
Multnomah County, Oregon

Laurence Kressel for  
Laurence Kressel, County Counsel  
of Multnomah County, Oregon



**STRATEGY FOR SERVING  
HOMELESS SINGLE ADULTS  
IN  
PORTLAND/MULTNOMAH COUNTY, OREGON**

**Description of the Restructured  
Housing and Services System  
for  
Homeless Single Adults in Downtown Portland**

November 29, 1993



# ACKNOWLEDGEMENTS

The housing and services strategy for homeless single adults in downtown Portland, Oregon is the result of a comprehensive, community planning process to identify how this community wants to serve its homeless single adults. The planning process went through several phases, starting almost a decade ago with the *Mayor's Twelve-Point Plan*, and going through the *Clark-Shiels Agreement*, the creation of the Funders Advisory Committee, the publication of the Housing Authority's *Framework for Resolving Homelessness*, the planning for a reconfigured shelter system, and finally, the community planning for a model *Restructured System of Housing and Services For Homeless Single Adults in Downtown Portland* and its related *Implementation Plan*.

A special thanks is directed to all the people who gave their ideas and time to these efforts. The input of shelter residents is especially appreciated and was most helpful.

This document is a compilation of the *Proposal for a Restructured System of Housing and Services for Homeless Single Adults in Downtown Portland* (April, 1993, called the "model"), and its *Proposed Implementation Plan: Phase One* (September 1993, called the "plan"). A special acknowledgement is made to those people who prepared the documents and to those who reviewed them:

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# STRATEGY FOR SERVING HOMELESS SINGLE ADULTS IN DOWNTOWN PORTLAND

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# STRATEGY FOR SERVING HOMELESS SINGLE ADULTS IN DOWNTOWN PORTLAND

## I. INTRODUCTION

In May, 1993, a planning model for a restructured system of housing and services for homeless single adults in downtown Portland was approved by the Community Action Commission and the Housing and Community Development Commission. Subsequently, an implementation plan was developed and approved by these two bodies. The two documents have been combined into this housing and services strategy, which describes the process for changing the existing emergency basic needs system serving homeless single adults.

The housing and services strategy for homeless single adults calls for a reduction in emergency shelter bed capacity from 300 to 110, and proposes to serve another 160 (includes 10 couples) in emergency, transitional, and permanent housing, for a total capacity of 270 each night. The strategy calls for the replacement of two large emergency shelters with multiple housing options and services specifically targeted to four populations: men, women, couples without children, and persons who are chronically mentally ill.

The strategy is based on a clear focus of helping homeless single adults access stable housing as quickly as possible and providing them with supports they need to stay there rather than recycle repeatedly through the system. This strategy emphasizes the creation of multiple housing options with "core" services for those who would end their homelessness, as a primary responsibility of public resources; private resources would enhance the housing and services system and provide services for the homeless single adult population as a whole.

The price tag for the strategy is not inconsequential - up to \$12.7 million in capital costs and a minimum of \$4.5 million in annual service dollars, both public and private. However, with the commitment already in place to pool existing community resources, and the possibility of additional federal and private dollars, funding is not an insurmountable obstacle.

This housing and services strategy is a major milestone in Portland's pioneering efforts to understand and resolve the chronic homelessness of single men and women in its downtown core. It demonstrates the clear thinking and strong commitment of this community to make real and lasting changes which will significantly reduce the incidence of homelessness.

This strategy is a long-awaited blueprint for action. It is built on a foundation of consensus among providers, housing advocates, business leaders, system funders, and public administrators. That consensus is clearly articulated in a strong set of principles and policies designed to govern the community's response to the housing and service needs of homeless single adults.

Despite the significance of the strategy, it is important to keep in mind that it will not resolve the homelessness of every single adult in the community. There will still be unsheltered men and women who choose not to access the system. And there will still be a need for additional resources to prevent homelessness and ultimately reduce the over-all need for the housing and services the restructured system provides.

But when fully implemented, this housing and services strategy will have a positive impact on the lives of the individuals the system serves and the general well-being of the community that provides its ongoing support.



## II. VISION AND PRINCIPLES: WHERE DO WE WANT TO BE

### A. VISION

The general consensus in the Portland/Multnomah County community is that service systems should address the emergency, basic needs of homeless people while assisting them to move from homelessness to stability in housing. The past and current emergency basic needs system serving homeless single adults, which has resulted primarily from ad hoc community responses to the problems of homelessness, has primarily been one of providing shelter and food, with some efforts to stabilize people through transitional housing. This housing and services initiative represents a strategic plan for addressing the homelessness of single adults, based on the goal of providing access to housing and support services, in order to help individuals stabilize and move on to become healthy, productive citizens.

The planned housing/services system is based on a three-pronged approach to resolving the homelessness of single adults:

1. **Permanent/Transitional Housing Development:** The strategy targets the increased development of affordable housing that could serve as open market permanent housing and/or programmed (serviced) permanent and transitional housing, as needed. This strategy calls on the City of Portland, Housing Authority of Portland, and the private sector to develop approximately 500 low rent housing units per year. These 500 units will be open market housing, and program-specific and transitional housing as needed. It is anticipated that 500 additional low-rent units will make available 50-100 units annually to house homeless single adults. The new housing will open the current bottleneck and allow people residing in shelters and transitional housing to move through the service system and into an affordable permanent housing option.
2. **Available Housing/Services Utilization:** A second aspect to the strategy is to actively identify vacant housing units and to ensure that transitional and permanent housing units are fully occupied. A work group, consisting of housing providers and service agencies, will look at and address issues of utilization and coordination. Case managers specializing in housing placement will cooperate with the work group, the case management programs from other service systems, e.g., Alcohol/Drug Program and Mental Health, and homeless individuals to assess needs, link to resources, and locate and place people in the housing. As implementation proceeds, there will be an assessment of the need for transitional (programmed) housing units.
3. **Housing Support Resources:** A third aspect to the strategy is to provide the housing/services system with the tools to support homeless people in their housing stabilization. These tools include the availability of ongoing case management and funds for rent subsidies (long term rent assistance) and direct client assistance; the use of the funds is flexible to meet the needs of individuals. For instance, rent subsidies could be used to support a person in alcohol/drug free transitional housing and on into permanent housing.

### B. PRINCIPLES AND POLICIES FOR THE HOMELESS SERVICES SYSTEM

This three-part strategic vision was based on a series of principles and policies developed during the community planning process to guide decisions on what type of approach this community would support in addressing homelessness. The principles and policies identified:

1. **Access to Housing:** Homelessness is an unacceptable life condition for anyone. All persons who so choose should have access to an affordable, decent home in a suitable environment.



2. **Dignity, Responsibility, Diversity:** Respect for the dignity of the individual and an understanding that the community is enriched by individual diversity should underlie the entire system. Recognition of and sensitivity in responding to individual characteristics, preferences, and strengths are prerequisites for serving this population.
  - a. A mutuality of responsibility exists among those receiving help, those providing it, and those who fund the services.
  - b. Homeless individuals should be involved in decision making about shelter policies, rules, programs, and services they receive.
  - c. Those receiving shelter and services should be encouraged to be accountable and responsible.
  - d. The public should be informed and educated concerning needs, programs, and issues of homelessness.
  - e. Each individual is entitled to all considerations prescribed by law when seeking a home and/or services.
3. **Range of Housing Options:** Because individual situations and needs vary, a range of housing options should be available, including emergency, transitional, and permanent housing.
  - a. Sufficient affordable housing should be developed, and ongoing advocacy for housing should be pursued.
  - b. Each neighborhood should have a mix of housing to ensure diversity of populations, including low income people.
  - c. A shelter/housing system should be based on specialized needs:
    - Women should be sheltered separately from men, emphasizing safety and security;
    - Persons in recovery from alcohol and/or other drugs should be sheltered separately from those who are actively using; and
    - Persons with severe mental illness should have the option of being sheltered separately.
  - d. Basic shelter in a safe and secure environment should be available for those who refuse treatment or services.
  - e. Emergency housing should be short-term and linked to support and services to enable persons to access and maintain housing most appropriate to their needs.
  - f. Transitional housing should be designed to address the needs of assessed individuals who would benefit from housing with services as access to permanent housing.
  - g. Emergency and transitional facilities should be safe and sanitary, adhering to community standards.
  - h. Because emergency housing or shelter is a necessary first step in resolving homelessness, public resources will assist in funding a minimum number of units. The priority for the limited public resources, after meeting the minimum, should be toward prevention of homelessness and increasing the availability of low-cost permanent housing.
  - i. Because funds are limited, the public and private sectors should work in partnership to provide adequate units of housing/shelter. Without that cooperation, the community may or may not be able to provide shelter for everyone desiring it.



4. **Range of Services:** A range of services should be available to individuals who are homeless to meet emergency basic needs and to address barriers to being permanently housed.
  - a. Case management services should be provided to assist each individual to move, as quickly as possible, into stable, permanent housing.
  - b. Individuals should have access to a comprehensive array of services to address their emergency basic needs and problems that jeopardize their ability to obtain and maintain housing (e.g., health, mental health, substance abuse.)
  - c. Employment and/or income assistance should be adequate to obtain and maintain housing stability. Linkages to employment systems should be developed on behalf of homeless persons, and advocacy for adequate employment and income benefits should be pursued.
  - d. Case management and services should be available to assist persons at-risk of homelessness to remain in housing.
  - e. Services to individuals should be integrated and coordinated between agencies. Mechanisms should be in place for planning, developing, and coordinating services.
  - f. Programs managed and funded by Multnomah County (e.g., alcohol and drug, health, mental health, youth, homeless) should address the needs of persons who are homeless or at risk of homelessness.
  - g. Client-level service coordination will be provided through information and referral/short term intervention, assessment, case management, and follow-up.
  - h. The Cities of Portland and Gresham and Multnomah County should coordinate funding and other activities, and build a wide range of partnerships (e.g., with United Way and the State) to link housing and services to assist in resolving homelessness.
5. **Quality Assurance:** All services to assist individuals, whether connected with emergency, transitional, or permanent housing, should operate at the highest professional and community standards.
  - a. Quality assurance procedures should be adopted to conform with this principle.
  - b. Ongoing evaluation of programs and the system of services should be conducted. A client tracking system to collect data on demographics, service utilization, and follow-up should be developed. Data should be utilized to identify populations, needs, effectiveness of interventions, and to plan services.
  - c. Providers, consumers, and other citizens should be involved in policy making, program planning, and funding decisions.



### III. STATUS: WHERE ARE WE NOW

#### A. POPULATION CHARACTERISTICS

Portland, Oregon is a moderate size city of about 437,319 people (1990 Census). The population of Multnomah County, which includes the City of Portland, surrounding small cities, and unincorporated areas is about 583,887 people. Multnomah County is the most populous county in the state; Portland is the largest city.

Exact numbers of homeless people cannot be determined, but approximately 14,000 homeless people, including children, were sheltered in Multnomah County in 1992-93. On March 17, 1993, around 228 people were turned away from shelters (one-night shelter count). Not counted are people who are doubling up with someone, and people living in cars or camping out and not seeking help. (1993 CHAS Public Discussion Draft)

Of the total number of homeless people in the County, around 7,000 of them are single adults, with the following characteristics (estimates):

- Male (around 88-90%),
- Suffering from chronic mental illness (25-30%), particularly the women,
- Suffering an addiction problem (90%),
- Illiterate (15%) or with a learning disability (40%).

The homeless population has grown considerably over the last decade, and there is a general expectation that there will continue to be significant numbers of homeless people even if the numbers do not increase. The number of homeless single adults using the mass shelters has declined over the past few years, even as increasing numbers are seen in the areas adjacent to Old Town (where most of the current shelters are located), and as increased requests for help come from homeless families with children.

In general, homelessness in Oregon results from multiple factors, among them:

1. **Economy:** Oregon has had a depressed economy for some time, even when other parts of the nation have seen economic growth. Rural parts of the state, in particular, have been hard hit, with the latest hit coming from the struggles of the timber industry and the closure of the lumber mills. The unemployment rate is running around 7% to 7.5%.<sup>1</sup>
2. **Poverty:** Related to the downward economy is the increase in poverty. Between 1980 and 1990, there was a 20% increase in people living in poverty in Multnomah County and in the state. Poverty is tied to the lack of jobs that pay a living wage, and to entitlement incomes and minimum wage level that have not kept pace with inflation and do not provide enough income to maintain stability. People with poverty level incomes are easily pushed into homelessness by some crisis, such as poor health, job lay-off, increased rent, etc.
3. **Domestic Violence:** Domestic violence is a leading cause of homelessness among women and children. In 1991, Portland Police received over 11,000 emergency domestic violence calls, and 151 people were fleeing domestic and or sexual violence through homeless shelters on the March 17, 1993 one-night shelter count.
4. **Immigration:** Recent studies show that the rate of immigration into Oregon is higher than anticipated. Most of the immigrants (50 percent) reside in the Portland metropolitan area. The immigrants are coming

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<sup>1</sup>Source: "Oregonians: 3 Million and Counting", *The Oregonian*, November 5, 1993.



primarily from two socioeconomic streams: more highly educated than longtime Oregonians, and more in poverty. The high rate and speed of immigration has stressed the state's economy, which cannot absorb all the new migrants.<sup>1</sup>

5. **Housing Loss:** This area has seen a significant loss of low rent housing. This is due partly to the national low rent housing crisis, in which the federal government's withdrawal from its commitment to affordable housing in the 1980's was a strong factor. The crisis is also due to local trends: development of affordable housing has not kept pace with population growth; many low rent housing options have been lost due to gentrification and/or urban renewal (for instance, 1,337 low rent housing units were lost in downtown Portland between 1978 - 1988); and housing vacancies are very low, around 2-3 percent, which results in increased rents.<sup>2</sup>
6. **Mental Health Institution Downsizing:** The state mental health hospitals have been significantly downsized over the past few years. While the transfer of patients from the hospitals to the community is supposed to be accompanied by a relocation plan for each patient, it is common knowledge that the level of community resources is inadequate to meet the needs. Further, since intakes at the hospitals have been restricted, some mentally ill persons who would have been hospitalized in the past may now be out on the streets without resources.
7. **Alcohol/Drug Addiction:** There appears to be a prevalence of drug/alcohol addiction among homeless people. Whether alcohol/drug abuse is more frequent now than in the past is not so much the issue as the marginal stability people with alcohol/drug problems are now facing. Previously, when economic times were sounder and there were more options for low rent housing, there was more "room for error". Now, however, people with alcohol/drug problems face high unemployment and very limited housing. A mistake is more likely to lead to loss of employment, eviction, and homelessness.

## B. PARTNERSHIPS

In Portland/Multnomah County, the response to problems of homelessness relies on a variety of partners, who share responsibility for planning, funding, and administering services and activities directed at homelessness:

1. **Multnomah County:** As the administering body for the local Community Action Agency, Multnomah County Housing and Community Services Division is responsible for planning, developing, and managing service systems for homeless and low income people. Through agreement with the City of Portland, the County has been the lead facilitator of the community planning process that resulted in this housing and services strategy. The County is also the primary contracting body for homeless services; the City of Portland agreed in Fiscal Year (July to June) 1993-94 to transfer its homeless service dollars to the County for subcontracting with providers. Discussions with United Way are leading to commitments to coordinate funding for specific providers selected through a competitive request for proposal process, if not actually to transfer United Way dollars to the County for contracting.

The County is the primary governmental unit in this county assigned responsibility for health and human services. In addition to the Community Action program, it administers community health, mental health, alcohol/drug, and community corrections programs. While these programs are not specifically mandated or funded to serve the homeless, they play an important part in the lives of many homeless people.

2. **City of Portland:** The City is a major planning and financial resource for housing and support services. It participates in the planning for and funding of housing and services for homeless people, using its entitlement Community Development Block Grant, and related funds; it also staffs the Housing and

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<sup>2</sup>Source: *Comprehensive Housing Affordability Strategy: Community Profile and Needs Assessment, Public Discussion Draft*. Prepared by City of Portland, City of Gresham, Multnomah County, July 15, 1993.



Community Development Commission, which advises on housing issues and oversees work of the City, City of Gresham, Multnomah County, and the Housing Authority of Portland. The City also develops and rehabilitates housing through the Portland Development Commission.

In addition, the City of Portland is responsible for public safety within City limits. The City's police bureau is actively promoting community policing, which helps to strengthen neighborhoods and communities in addressing problems of public safety. This effort is important in servicing homeless people, who may be the perpetrators and/or victims of unsafe conditions. (Old Town, where many of the homeless single adults congregate for services and shelter, is also the scene of active drug selling and use. While there is some question whether homeless people are contributors to the drug scene, there is no question that they are perceived to be part of the street problem.)

3. **Housing Authority of Portland:** The Housing Authority provides low rent housing, Section 8 housing certificates, and rent subsidies. As such, it is a major partner in the effort to create new affordable housing options. Further, because it is equipped to act as landlord, the Housing Authority offers the partnership an ability to keep low rent housing and emergency shelters under public control, which is viewed as an advantage while the housing/services system is undergoing major changes under public auspices and initiative.
4. **Private Providers:** The private, usually non-profit, service and housing agencies provide services, such as shelter operations, case management, and housing location and placement, directly to homeless persons. These agencies, under contract with Multnomah County also are able to generate private funds and resources (e.g., volunteers), which extend and enhance the public funding.
5. **United Way:** United Way is a major private funder of social service programs. These funds help support publicly funded services as well as offer agencies an opportunity to experiment with new or different services and service approaches. In prior years, United Way funded programs through a process completely separate from the public sector system. For next fiscal year, 1994-95, United Way has expressed an interest in funding programs consistent with the Housing/Services Strategy of Homeless Single Adults.
6. **Private Sector/Businesses:** The private sector is affected by homelessness and as such, has a part to play in the response. Some private housing developers/owners want to provide low-rent housing, particularly if they are assured a steady source of rent income, such as through the emergency housing voucher program. Businesses in Old Town, Portland have come together to address problems of street activity, including drugs and panhandling. This sector is seen as an important planning and resource partner in the response to homelessness.
7. **Churches and Missions:** The charitable contributions of religious organizations are also an important part of the whole system. Two major emergency shelters in downtown Portland are operated by missions (Portland Rescue Mission and Union Gospel Mission); other religious organizations and groups operate services in the downtown area that benefit people who are homeless.

### C. CURRENT EMERGENCY BASIC NEEDS SYSTEM

The current emergency services system for homeless single adults has developed primarily to provide a safe place for homeless people to sleep and access services, including information, clean-up, and meals. Major components of the singles system include:

1. **Publicly-funded Night Shelters:** There are two publicly-funded "mass" shelters for around 300 (prior to renovation of the Glisan Street facility) single adults: the Glisan Street Shelter operated by Transition Projects, Inc., and Recovery Inn, operated by Salvation Army. Both shelters are in the downtown area;



Glisan Street is in Old Town while Recovery Inn is just across the Willamette River on Burnside Street.

Both shelters serve men, women, and chronically mentally ill populations. Men and women are separated into different rooms; otherwise there is little distinction in service support. Shelter occupants cannot be actively using drugs or alcohol to receive shelter.

2. **Mission Shelters:** Two missions operate shelters which offer around 113 beds. One uses private funds only (Portland Rescue Mission); Union Gospel Mission operates a shelter which is generally perceived as a private shelter but is actually publicly funded. Both of these shelters are located in Old Town. Most of the people served are men, although Union Gospel has served women in the past and has plans to create a women's program. Shelter occupants may be drunk and still receive shelter.
3. **Day Shelter/Clean-Up Center:** Public funds currently pay for a day shelter and clean-up center operated out of the Glisan Street shelter. Prior to the development of this housing/services strategy, those services were open to all homeless. With the local approval of the strategy and the remodeling of the Glisan Street facility, the day shelter and clean-up center have been limited to people staying in the night shelter.

The missions also have some day shelter/clean-up center capacity, which is open to anyone.

4. **Meals:** The shelters generally offer dinner as part of the shelter operations. Some public funds have been allocated to pay for meals for shelter occupants at a neighborhood restaurant. Several low cost cafes are located in Old Town, and there are several private (religious) soup kitchens nearby.
5. **Case Management:** The public funds do not pay specifically for case management assistance for shelter occupants, as a designated "singles" program, with the exception of case management for homeless single women moving to permanent housing. However, the Community Action system funds case management through one of a system of geographically-based community service centers, which help low income and homeless people address their problems of poverty and homelessness. Transition Projects, the operator of the Glisan Street shelter, also serves as the downtown community service center, and is responsible for providing case management assistance to shelter occupants trying to move to more stable housing.

Case management services may also be provided by the mental health, alcohol/drug, and community corrections programs but on an individual client basis and not as in a systems approach to services.

6. **Mental Health Support Services:** Public funding supports a 58 unit transitional housing program for chronically mentally ill homeless people (Bridgeview Community) in one of the downtown residential hotels. In the housing pipeline is a renovation project to provide permanent housing for people in recovery, with one floor designated for people with a dual diagnoses. A new outreach program for mentally ill street people (Project Respond) has been partially funded with Economic Improvement District and County funds. In addition, Mental Health Services West (non-profit mental health center under contract with Multnomah County to serve as the mental health services provider on the Westside of Portland) has just received a McKinney grant to develop a low-demand shelter and housing options for chronically mentally ill homeless people. The grant application was developed in coordination with this housing/services strategy.

With the State of Oregon downsizing the mental health hospitals, and with the State budget being reduced in response to Measure 5 (limitation of property taxes), community mental health services are in greater demand but becoming less available. Additional mental health treatment services are needed.

7. **Alcohol/Drug Treatment:** Uncertain funding maintains 81 alcohol/drug free transitional housing units for homeless single individuals in recovery. Stable funding for recovery and additional treatment services are needed.



8. **Employment Services:** Public funds help support a transitional housing program for homeless people enrolled in an employment program (Shoreline Employment Program). Additional employment opportunities are needed.
9. **Hispanic Services:** An increasing number of homeless single adults are Hispanic. An Hispanic Access program operates just outside of the Old Town area, which recently received increases in City and County funds. The City funds are currently tied to community safety and police activities, in part to deal with the perception that much of the drug occurrences in Old Town are related to people of Hispanic origin.
10. **Housing Resources:** According to a May 5, 1993 inventory of low cost housing in downtown Portland, there are some 4,054 housing units, of which 199 are programmed transitional housing (58 Bridgeview, 81 Alcohol/Drug Free at the Estate/Everett, 60 Shoreline Employment). There are additional low cost housing units in the Central City district on the east side of the river, and 181 subsidized permanent housing units exist for previously homeless people (57 at the Rose Apartments, 32 at the Barbara Maher, and 92 at the Sally McCracken). According to information collected in July 1993, there were some 30 vacancies in existing low cost housing, programmed and open market, which could be used to serve homeless people.

Around 330 low cost housing studio and single-room-occupancy units are under development downtown, 218 of which have Section 8 rent subsidies:

- **The Broadway Hotel**, with 105 SRO units, is being substantially rehabilitated. It will be ready for occupancy by March 1994.
- **Elderhope** will have 118 subsidized studio units for elderly persons and those over the age of 50 with a disability. The target population is those who are homeless or at-risk of homelessness. It is scheduled to open in September 1994.
- **The Rothschild Building**, the former United Way building, will provide 100 subsidized SRO units for formerly homeless persons who are in recovery. Similar to the Sally McCracken, many of its tenants will come from short-term alcohol/drug free housing. One floor will house those with a dual diagnosis.

Additional units dispersed throughout the city also offer housing options for single adults.

While there are multiple services and programs to address the emergency basic needs of homeless single adults, they are not focussed as a system on moving people out of homelessness and into housing stability. The intent of the housing/services strategy is to change the status quo and refocus the system on reducing the incidence of homelessness of single adults.



## **IV. THE MODEL: WHAT WILL THE SYSTEM LOOK LIKE**

### **A. OVERVIEW**

This model for a restructured system of housing and services for homeless single adults was developed through a community planning process. After a program review to determine what the current system looked like, various work groups met to identify needs and goals for specific subpopulations of single adults. Through this process a service model was developed which presented an ideal system of housing options and range of services. The model was reviewed and approved in May 1993 by numerous advisory groups, including the Community Action Service Providers, Homeless Advisory Committee, Community Action Commission, and Housing and Community Development Commission.

The primary goals of the housing/services model are:

- To assist homeless persons to access stable housing quickly, and
- To provide the support needed to maintain stable housing.

To achieve these goals, the model includes four housing options: basic shelter, emergency housing, transitional housing, and permanent housing. The model also includes supportive services, such as case management and employment. Table A (Appendix A) defines the components of the model, the estimated cost, and proposed funding responsibility. The model makes assumptions about the appropriate partner to pay for certain types of services; for instance, responsibility for an open-access day shelter is assigned to the private sector.

The model is not a continuum that requires a homeless person to pass through every housing option on the way to permanent housing. It represents a spectrum of supportive housing options that the community needs if it is to provide its homeless citizens with realistic alternatives to homelessness. While some individuals may need the full spectrum of supportive housing options, other individuals may be able to secure permanent housing after only a short stay in emergency housing.

### **B. SYSTEM ASSUMPTIONS**

The housing and services model for homeless single adults is based on the following assumptions:

#### **1. Current Resources Will Continue:**

- a. All existing transitional housing programs and permanent housing options for single individuals remain constant.
- b. The two existing religious missions (Portland Rescue Mission and Union Gospel Mission) continue to fund and provide shelter at current or expanded capacity levels, and at least one of them provides basic shelter to homeless women. These private programs function as the system's "safety net", with the fewest requirements for service access.
- c. The rehabilitation of the United Way building will be completed by January 1995. This will provide single-room-occupancy housing with Section 8 rent assistance for an additional 100 homeless men and women who are in recovery from substance abuse, including those with a mental illness.



2. **Public Funds May Need to Be Redirected:**

- a. Public funding at current levels should support a basic package of core services needed by the homeless single adult population. Other important services identified in the plan will need private or expanded public support.
- b. The publicly-supported system assumes cooperation and responsibility of clients to work toward independent living.
- c. The City of Portland Bureau of Housing and Community Development, Multnomah County Housing and Community Services Division/Community Action Program, and United Way will fund FY 1993-94 homeless single adult services at FY 1992-93 levels, plus cost of living.
- d. The County Community Action Program will reallocate a portion of voucher and rent assistance funds used for single individuals to provide basic support for this revised system.
- e. Resources are devoted to the development of permanent, affordable housing in sufficient quantity to provide a transition of single individuals to permanent housing from the homeless housing and services system. Affordable housing is essential to prevent others from becoming homeless.

3. **There Will be a Change in System Focus:** The implementation of this system of housing and services will reduce the amount of time people spend homeless. While not every homeless single adult will receive shelter/housing in the restructured system, those who do obtain assistance are more likely to achieve some form of stable housing.

C. **TARGET CAPACITY**

The two large publicly-funded shelters (Glisan Street and Recovery Inn) have a capacity of around 300 but are serving around 234 people per night.<sup>3</sup> This population has declined over the past few years.

The model calls for an increase in total numbers served, but a decrease in numbers served at the emergency shelter, as listed in Table I.

TABLE I: CAPACITY OF RESTRUCTURED PUBLICLY-FUNDED SYSTEM

LEVEL OF HOUSING	POPULATION				TOTALS
	MEN	WOMEN	MENTALLY ILL	COUPLES	
EMERG HOUSING	30	30	30	10	160
TRANSITIONAL	60				
BASIC SHELTER	90		20	0	110
TOTALS	180	30	50	10	270

<sup>3</sup>As of November, 1993, the Glisan Street shelter facility is under renovation and is serving fewer people than previously. Once the renovation is complete, the shelter is expected to have a 120 bed capacity, compared to the prior 150 bed capacity.



The model serves as both a generic structure for sheltering and housing homeless adults, but it also specifies types of facilities for certain subpopulations: men, women, couples, and chronically mentally ill people.

#### *Mens Services*

The majority of homeless single adults are men. The model sets capacity for men's services at 180, with 90 being served in a basic emergency shelter, 30 served in emergency housing, and 60 in transitional housing. The shelter would be alcohol/drug free and a place for homeless men who were willing to work on issues of homelessness; for those not willing to work toward self-sufficiency, the mission shelters would be the primary resource.<sup>4</sup>

#### *Womens Services*

The planned capacity for single women is 30. Based on the system's principles, women would be served separately from men, in order to promote safety and security. The women's program would have shelter beds combined with emergency, and, potentially, transitional, housing units, located in one facility. Women who use the current shelters frequently have a severe mental illness; have mental health problems but are not eligible for state funded services; have multiple problems such as alcohol/drug addiction, health problems, or patterns of domestic violence; or need only short-term housing and emergency assistance (small percentage). The housing and services program for women would most likely serve women with multiple problems, including mental health problems, as well as those with short-term needs. Women with severe mental illness are expected to be served by the program targeted to chronically mentally ill people.

#### *Chronically Mentally Ill Services*

The approach to housing and serving people with chronic mental illness is somewhat different from that serving other homeless men and women. For chronically mentally ill people, there is a need for shelter, housing, and support services similar to the general homeless population, but also a need for a range of treatment, such as diagnosis and treatment planning, medication management, counseling, supportive therapy, 24-hour crisis response services, vocational rehabilitation and training, and employment assistance.

In addition to service needs, many homeless people who are mentally ill have difficulty accessing general population shelters and housing programs. Some homeless mentally ill display extreme behavioral disorders. Many may avoid meaningful contact with service providers for a variety of reasons.

The model identifies a low-demand shelter with capacity for 20 people, targeted to persons who are more resistant to treatment, including people who have failed other supportive programs, have become "institutionalized homeless, or have never tried to access services. In addition, the model includes 30 emergency and transitional housing units for this population.

The chronically mentally ill program would serve both men and women<sup>5</sup>.

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<sup>4</sup>The model as approved originally described the 90-bed basic shelter as free from requirements to work toward self-sufficiency. This concept changed during the implementation planning, when public funds were more directed at reducing homelessness and increasing self-sufficiency, while the missions and private resources were earmarked for the "safety-net" services. Details of how the 90-bed shelter would work were left to actual operations, but the intent was clear that people occupying the public shelter would, in fact, need to work toward ending their own homelessness.

<sup>5</sup>Although advocates and providers of services to homeless women felt that women should be served separately from men, this separation was not expressed as a need for homeless with chronic mental illness. The Bridgeview program houses homeless mentally ill men and women in the same facility; women comprise about 40% of those currently served in that program.



### *Couples Without Children*

During the review and approval of the model, the lack of resources for couples without children was identified. Other systems and agencies serve women suffering from domestic violence and families with children, but very few resources exist for childless couples who are homeless and want to stay together as a couple. The proposed model was amended to add capacity for 10 couples to be served in an emergency/transitional housing option.

#### **D. COMPONENTS OF THE HOUSING/SERVICES MODEL**

The model addresses a range of services and housing options, described below and summarized in Table A in Appendix A. For more detailed descriptions, please refer to the model, in *A Proposal for a Restructured System of Housing and Services For Homeless Single Adults in Downtown Portland*.

1. **Education/Publicity:** In order to educate the community about homelessness and services and garner support, the model calls for the development of written materials, public service announcements, speakers forums, etc. This is seen as a \$5,000 to \$8,000 project relying on private resources.
2. **Outreach/Information:** In order to inform and educate homeless people about services as a means to linking them to needed resources to resolve their homelessness, two services are included in the model: outreach and information/referral. For the outreach service, people would go out onto the streets to find homeless people, provide them with information about resources, and advocate for services and housing on behalf of individuals. This project, estimated at one to two staff people, would cost around \$30,576 to \$61,152 using private funding (e.g, church volunteers). For the information/referral service, two staff would provide information and assistance to persons who were not staying at the publicly funded shelter to help link them to resources and to help them address immediate problems. This is considered a public responsibility but not one of the core services to be funded immediately; the cost is estimated at \$78,000.
3. **Case Management/Intake/Assessment:** Intake, assessment, and other case management functions link housing to services. A key component of the model, this intake/assessment program would assess the situations of homeless persons and direct them to the most appropriate resource, including the basic shelter and emergency housing. In order to access these resources, it will be required to go through the centralized intake process. Beyond the intake function, however, this program would provide trained staff assistance to help homeless people identify their problems, access resources, and work toward an agreed-upon goal. The program staff would have access to specialists from other case managed systems, e.g., mental health and alcohol/drug. The program would also include specialists in housing placement, who would be a link to public and private landlords and would help locate housing units for homeless individuals. The model calls for 9.5 staff, at a cost of \$370,500, to be borne primarily by the public and private nonprofit sectors.
4. **Shelters:** The model calls for essentially three shelters: one (could be in more than one facility) with 90 beds for men, one for 30 beds to be combined with emergency/transitional housing for women, and one 20-bed low demand shelter for chronically mentally ill homeless. The shelters would be the first step for many homeless persons to get off the streets and begin working towards their goals. The shelters are not intended to be comfortable residences; they are expected to encourage progress toward self-sufficiency. As such, they would be 24-hour lodgings for those occupying beds. Responsibility for funding the operations costs would lie with all sectors but primarily with the public sector. The community is committed to providing winter emergency overflow shelter when weather conditions are particularly hazardous. Privately and publicly funded shelters will work together with funders to provide this.



5. **Housing Options:** The model includes a variety of housing options:
- **Emergency housing** is designed for people who are ready to begin resolving the causes of their homelessness; it is particularly appropriate for newly homeless people who may be able to secure permanent housing with minimal assistance. Emergency housing may look similar to a shelter or to a single-room-occupancy unit, but in general, it provides more privacy than a dormitory-type shelter.
  - **Transitional I housing** provides a supportive environment for a person who is waiting for permanent housing, a more supported type of housing (Transitional II), or a residential treatment program. The housing is usually a single-room-occupancy unit or an apartment; the programming in the housing option emphasizes an increased level of self-sufficiency. The model calls for 160 of the emergency/transitional type housing options to become available.
  - **Transitional II housing** has specific programming objectives, such as recovery in an alcohol/drug free environment, employment training, or mental health supports. The housing is offered as long as the client is participating in the service program. The model includes the Transitional II housing for mentally ill (Bridgeview) and for alcohol/drug free recovery (Estate and Everett), since they are currently publicly funded.
  - **Permanent housing**, the ultimate goal for the system, can be open-market or subsidized housing. The model includes rent and deposit assistance to help the homeless get into permanent housing and the development of at least 100 units per year.
6. **Chronically Mentally Ill Program:** The model includes a continuum of shelter and housing options for chronically mentally ill homeless. (The individual elements are referenced in the shelter and housing options above.) The program calls for a low demand shelter and emergency/transitional housing, serving up to 108 chronically mentally ill persons. Part of the continuum exists: 58 supportive housing units in a downtown residential hotel (Bridgeview Community, located in the Golden West Hotel). The other elements - the shelter and additional housing - have recently been funded under a Safe Havens/McKinney grant.
7. **Hispanic Services:** The need for case management and housing targeted to homeless Hispanic men has been addressed in the model, for a program with an estimated cost of \$106,500. The intent is to have case management services with a specialty in housing placement, to help the men find and move into housing.
8. **Employment Services:** The model calls for several employment-related services, among them voice mail so that homeless people looking for employment can receive calls back; an employment support program which offers subsidized jobs, rent/deposit assistance, and assistance from an employment specialist; and a pool of direct client assistance funds to help homeless people pay for general needs. Employment related services are estimated to cost \$419,686.
9. **Day Shelter:** The model, as it has been implemented, calls for 24 hour shelters for men and chronically mentally ill people. An additional open-access day shelter with clean-up center capacity, estimated to cost around \$152,304, is designated for private funding. Public funds would support the day capacity at the shelters for people staying in the shelters.
10. **Evaluation:** The community expressed great concern that the changes to and goals of the restructured housing and services system be evaluated, to determine their success in reducing homelessness. The services of around one staff person (spread among several staff) would be needed to implement the strategy and evaluate its effectiveness.



## V. IMPLEMENTATION: HOW DO WE GET THERE

### A. INTRODUCTION

The implementation plan<sup>6</sup> for this strategy emphasizes the targeting of current public funds and aggressive resource development to establish the shelter and housing foundation for the restructured service system. This is considered "phase one implementation" because these core shelter/housing/case management services are essential to any system restructuring. Implementation is expected to occur over three to four fiscal years as capital development and increased resources come on-line. Implementation can begin without all resources, however; current public and private funds amount to a significant portion of the estimated \$2,649,030 annual operating costs for the core services (51% in public funds only and 70% in combined funds).

The other portions of the service model - shelter and additional housing for chronically mentally ill people, subsidized employment, outreach, and Hispanic services - expand and enhance the core services; their development will be part of a second phase implementation. Phase two does not imply that all phase one services must be on-line before funding is sought for phase two services; fundraising can go on concurrently as opportunities arise.

### B. IMPLEMENTATION GOALS AND OBJECTIVES

The implementation objectives have been organized to meet five goals, listed in Table II below. Table B in Appendix A summarizes the objectives by lead agency; for details of the implementation process, refer to the *Implementation Plan*.

TABLE II: IMPLEMENTATION GOALS

1. To target current City/County allocations for homeless single adults services to the core services identified in the housing and services model, in order to improve housing stabilization rates among homeless single adults. (As changes are made to conform to the system model, disruption of services to homeless persons will be kept to a minimum whenever possible. Also, targeting public funds changes responsibility for funding some existing services included in the model system from the public to the private sector. These are addressed in goal 4.)
2. To maximize utilization of current and pending housing projects and to develop emergency shelter and permanent/transitional housing resources in accordance with the model and housing goals of the Downtown Housing Preservation Program, the Comprehensive Housing Affordability Strategy, and other comprehensive plans.
3. To aggressively seek additional funding beyond committed City/County and private resources to fully implement the restructured housing and services system.
4. To assist business associations and neighborhoods in addressing perceived problems of undesirable street activity.
5. To evaluate the restructured housing/services model as it is being implemented in order to maintain consistency with program principles and responsiveness to current needs of homeless persons.

<sup>6</sup>Refer to *Restructured System of Housing and Services for Homeless Single Adults in Downtown Portland, Proposed Implementation Plan: Phase One* (9/17/93) for a detailed three-year work plan to implement the core services and housing.



Implementation activities, related to components of the model include:

1. **Redirection of the Current City/County Funded Emergency Basic Needs Service System:** The model calls for public and private dollars to be refocused and reprioritized away from basic "warehousing" of homeless persons in mass shelters and towards housing stabilization. Specifically, the model calls for:
  - A reduction in mass shelter capacity from over 300 beds to 90 beds for men and 20 beds in a low demand shelter for chronically mentally ill adults,
  - Development of 90 emergency/transitional housing units for men, 30 for women, 10 for couples, and 30 for chronically mentally ill adults,
  - Private funding for Union Gospel Mission shelter,
  - Private funding for an open-access day/clean-up center, and
  - Development of a case management program with centralized assessment and intake and specialties in housing placement, relocation, and eviction prevention, targeted to help homeless single adults address and resolve problems causing their homelessness and gain access to community resources. This program will have liaisons with other community service systems for linkage to those system resources.

Implementation targets current City of Portland, Bureau of Housing and Community Development and County Community Action Program funds in accordance with the model. Contingent upon completion of the new or rehabilitated housing and shelters, public resources are shifted over time from funding an open-access day/clean up center and three mass shelters to funding 90-130 shelter beds for men (24 hour), 50-60 emergency shelter units each month for women and couples and additional housing placement/case management positions. (Upon creation of shelter/transitional units for chronically mentally ill homeless persons, the shelter numbers above will drop to the lower range and single women will be separated from couples.) These have been identified as the priority, or core, services for housing stabilization.

2. **Maintenance of Existing Specialized Housing Programs:** The restructured system model calls for maintenance of currently-funded transitional housing for recovering alcohol/drug addicts (81 units) and for homeless chronically mentally ill people (46 units; an additional 12 units were funded in FY 1992-93 on a one-time-only basis.) The implementation plan retains FY 1993-94 funding for these programs. Some of the newly funded transitional housing may need to be designated alcohol/drug free to retain the 81 unit level for this type of housing, should a stable financial base not be found through other sources.
3. **Development of New Affordable Housing Options:** The model requires the creation of emergency/transitional housing for men, women, couples, and chronically mentally ill adults. Phase one of the implementation plan focuses on options for men, women and couples; phase two will focus on housing and services for specialized populations. The implementation plan sets as an annual objective the development of 50 - 100 affordable permanent housing units, which would be available for both open-market and programmed housing; another objective would allocate \$276,000 in rent subsidies for 100 people per year from new dollars. These objectives require additional resources allocated to housing; the development goal for affordable housing is also tied to the Comprehensive Housing Affordability Strategy.
4. **Development of Support Services for Homeless Adults:** The restructured system model includes services with housing for Hispanic men and an employment program. Other support services, such as mental health and alcohol/drug treatment were not proposed in the model and will require partnerships with those service systems and additional funding. Hispanic services have been addressed as a community policing objective and as a target for some of the new Hispanic access funds appropriated by the City of Portland and Multnomah County for FY 1993-94. Development of these programs is primarily a phase two implementation.
5. **Development of Public/Private Partnerships:** The model was developed with the assumption that the public sector alone cannot fund the restructured system; private investment is absolutely essential. Certain services are targeted for private funding, such as an open access day center, publicity, and outreach. The



implementation plan objectives reflect this approach, with current public funding for the open-access day/clean up center transferred to core services targeted in the model for public funding; indications from the private sector, including religious missions, suggest the need for this service can be met by the private sector. The plan also recommends a policy change to encourage a provider share, as a recognition of the existing partnership between nonprofit service providers and public funders.

6. **Evaluation of the Model and Implementation Plan:** Both the model and implementation plan emphasize monitoring and evaluation to determine effectiveness and responsiveness to changing needs and circumstances.

### C. TRANSITION FROM SHELTER TO HOUSING

The implementation goal of shifting focus from shelter to housing for homeless single adults is contingent upon development of the restructured shelters and alternative housing. Full downsizing of the mass shelters to the levels included in the model service system would follow the development of the new shelter and housing options. Currently the shelters serve around 230 people per night (capacity is 300).

The development of permanent housing is expected to reduce or even eliminate the bottleneck now experienced in transitional housing. More capacity will be created in existing transitional housing by the availability of additional permanent housing; individuals who are ready will be able to move from emergency/transitional to permanent housing. The need for transitional or programmed housing will be assessed each year by the work group, and transitional housing will be assigned. The City has been targeted to assure access to 90 transitional housing units for men in FY 1994-95; upon evaluation of the plan in FY 1995-96, it will be decided whether it is necessary to continue these 90 beds of "permanent" emergency/transitional housing for men, as called for in the model. If so, this housing will be developed as part of phase two of implementation of the model.

Following is the targeted timetable for shifting resources to serve around 230 people in the restructured system.<sup>7</sup>

- **FY 1993-94:** Relocate 30 persons from shelter to vacancies in existing housing. Relocate an additional 20-45 persons from shelter to new permanent housing units (eg. Broadway Hotel, Elderhope) or to other permanent/transitional units vacated because of new housing availability (eg. Estate). Remodel the Glisan Street shelter and lower capacity level there to 120-130 (about the current usage); continue funding Recovery Inn (150 bed capacity). **Target capacity: 320-355. Shelter capacity: 280. Additional housing units FY 93-94: 50-75.**
- **FY 1994-95:** Develop 100 additional units of affordable permanent housing for single adults. The work group assesses the need for transitional housing and assigns units on an interim basis. Relocate 40-80 persons from shelter to permanent/transitional housing (using rent subsidies as needed and as resources are available). Develop a women's and couples shelter/emergency housing, serving 50-60 people per night. Serve 120-130 men in a shelter. **Target number capacity: 210-270. Shelter capacity: 170-190. Additional housing units FY94-95: 40-80. Additional housing units FY93-94 and FY94-95: 90-155.**
- **FY 1995-96:** Develop 100 additional units of affordable permanent housing. The work group assesses need for transitional housing, including those for men, and assigns units on an interim basis. Relocate 90-

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<sup>7</sup>This timetable was developed before the award of a Safe Havens/McKinney grant for the innovative housing program for chronically mentally ill homeless people, which funds the low demand shelter and additional housing elements of the model. With the development of these services, shelter downsizing should be able to proceed at a faster rate.



100 persons from shelter to permanent/transitional housing. Assess feasibility of funding shelter for chronically mentally ill, and change shelter capacity to 90 beds for men, 20 for CMI, 30 for women, and 10 for couples, if possible. Evaluate model implementation. Revise model if needed based on evaluation. Plan for continued implementation of model. **Target capacity: 240-250. Shelter capacity: 150. Additional housing units FY95-96: 90-100. Additional housing units FY93-94 through FY95-96: 180-255.**

- **FY 1996-97 and Thereafter:** Bring on-line 50 units for chronically mentally ill persons (20 in low-demand shelter and 30 in emergency/transitional housing). Reduce other shelter/emergency housing capacity from 180 to 130 units (90 for men, 30 for women and 10 for couples) if not done so earlier. Continue development of affordable housing.

#### D. FUNDING

The total cost for the restructured housing and services system is around \$4,464,046 per year in operating costs and between \$9.7 and \$12.7 million for capital development. Funding estimates indicate around \$2,857,431 to \$2,980,358 of the operating costs are covered by current allocations, the range depending on the degree to which the resources can be reallocated from existing services to services identified in the model. This leaves an operating service gap of around \$1,606,615, assuming all the private dollars can be reallocated to this program.

##### *Funding/Resource Development Approach*

In order to fund the system, a three-point approach is used:

1. **Targeting or Reprogramming Existing Funds:** The County's Community Action Program and the City's Bureau of Housing and Community Development have, through this housing/services strategy, committed to reallocating existing funds from lower priority to higher priority services. Table C in Appendix A shows how the current City/County funds allocated for homeless single adults programs could be reprogrammed. The changes over several fiscal years reflect the same base allocation increased only by cost of living.
2. **Resource Development:** The strategy calls for an aggressive resource development strategy focussing on both reallocation of public dollars and solicitation of private dollars. In so doing, this community has agreed to treat other homeless populations, e.g., families, youth, victims of domestic violence, fairly; money will not be pulled from those systems to implement the singles system. While resource development may focus solely on funding for homeless single adults, some of the strategies used, such as a resource developer to develop new funding streams, will work to increase funds for all homeless people, not just single adults.
3. **Private Sector Involvement:** The strategy puts a strong emphasis on public/private partnerships. Where this relates to funding, the approach is to use public support to promote and consolidate private initiatives to fund specific projects. For instance, the implementation plan goal number four uses a traditional community action process to involve the neighborhoods and private sector in community projects, such as funding and operating a day shelter for street people.

##### *Funding Goals and Targets*

Table E in Appendix A presents fundraising goals for designated partners in this housing/services system. The targets are based on the following goals:

1. **Phase One:** Currently, between 51% and 70% of the estimated \$2,649,030 operating costs of the core services (case management, housing, and shelter) is covered through public and service provider funds.



This leaves around \$1,386,855 to \$870,360<sup>8</sup> to be raised for operating costs from the public and private sectors, the range depending on the degree to which service provider funding is considered part of the system. An additional \$8.7 to \$11.6 million is needed for capital development of shelters and housing; \$3.7 to \$5 million of this amount is an annual development cost for new housing.

2. **Phase Two:** Approximately \$1,529,421 in operating costs are needed from the public and private sectors to implement the phase two programs. Of that amount, \$1,027,249 is currently funded, \$964,235 from public sources and \$63,014 from private sources. The fundraising goal for phase two programs is \$502,192.<sup>8</sup>.
3. **Solely Privately-Funded Programs:** Cost estimates of solely privately-funded programs range from \$285,595 to \$319,171<sup>8</sup>. Two programs - day center and basic shelter - currently have public funding support; the service model and implementation plan shift public funds from those services. The other two services - outreach and publicity - are not currently available.

## E. SITING CONSIDERATIONS

The community planning to develop this housing and services strategy identified a number of considerations for siting shelter and housing facilities for homeless single adults. A separate and subsequent process is currently underway to develop a siting strategy. The contents of that strategy are beyond the scope of this document, but when complete, the *Program Statement* should be a valuable addition to this strategy document.

### *Location of Facilities*

Downtown Portland is divided by Burnside Street and the Willamette River. The Old Town district sits on the northwest portion, with the retail/commercial/city/county government business district occupying the southwest portion. The Central Eastside Business District, which spans Burnside Street across the river, is light industrial and commercial with some housing. These areas make up the downtown core.

- 1 The housing/services system for homeless single adults has been concentrated in the downtown Portland core, specifically in the Old Town area. Old Town was the original "Skid Road" area and housed lumberjacks and sailors in a variety of low rent boarding homes, single room occupancy hotels, etc. Old Town also housed the area's "Japan Town" and is the site of "China Town". It is currently the site of the Greyhound Bus Depot and the railway station.

As times have changed, the downtown core, has seen much revitalization. In consequence, much of the old style housing has been converted to office buildings, expensive hotels, or other uses. In the past year, two low rent residential hotels with 194 units have been demolished to make room for a new federal courthouse.

While efforts are being made to preserve the remaining low rent housing stock and renovate deteriorating stock in the downtown core, there are competing pressures to revitalize the area with higher cost housing and changing uses. There is pressure to relocate services and facilities for homeless people out of the downtown core and to diversify other city neighborhoods. This pressure is coming not only from the downtown community but also from the Fair Housing Task Force, which has been involved in revising the City of Portland's zoning code. The code revisions attempt to make it easier to site homeless shelters and housing throughout the city while making it harder to site them in designated "impact areas" where there are concentrations of low income people or specialized facilities.

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<sup>8</sup> The fundraising goal does not equal the balance of estimated costs less current funds. The fundraising target is \$1,606,615 (see Appendix A, Table D). Because some programs receive private funding over and above the estimated cost, a straight calculation underestimates the amount of funds needed to be raised.



The siting planning process is reviewing and addressing these pressures, and it is looking at ways to spread the homeless shelter sites to both sides of the river.

#### *Incompatible Uses*

The principles and policies developed for this housing/services strategy require the separation of housing programs for at least five subgroups:

- Men in emergency/transitional I housing;
- Men in shelter;
- Women in shelter/emergency/transitional housing;
- Mentally ill persons in emergency and transitional housing; and
- Mentally ill persons in low-demand shelter.

Separation does not necessarily mean separate physical sites; rather, the facility should not require interaction between or among subgroups. If two or more programs are co-located in a single facility, the populations should be physically separated and should have separate entrances, if possible.



## VI. CONCLUSION

This housing/services strategy for homeless single adults is a further step in this community's effort to resolve the problems of homelessness. It is neither the beginning nor the end of the community planning process. Even as this document is being written, implementation of the strategy is occurring. This strategy marks a major milestone in the community's willingness to work together to resolve social problems; new levels of coordination of planning and funding among the governments of the City of Portland and Multnomah County, and United Way have been reached with this housing/services strategy.

And while implementation of the strategy can and is occurring without all the resources, it must be acknowledged that without increased funds for homeless single adults, the full complement of services identified in the model will not be achievable. Housing options, rent subsidies, and supportive services to help resolve homelessness (e.g., alcohol/drug treatment, mental health services, and employment) remain critical needs for this population. These resources will require an aggressive resource development strategy, which must include coordination with existing programs and funders, such as County Mental Health, Alcohol/Drug, and Corrections programs, and United Way.

It is also acknowledged that there will be some homeless people who will not receive services under this system. Some people will not be able to access services, and some will not want to. The general consensus, however, is that those people who are served, will be better served and will be able to move out of homelessness and into a life of self-sufficiency and housing stabilization.





# APPENDIX A

## TABLES



**TABLE A: HOUSING AND SERVICES MODEL FOR HOMELESS SINGLE ADULTS, WITH DESIGNATED FUNDING RESPONSIBILITY**

This table presents the components of the restructured housing/services model for homeless single adults. It also assigns funding responsibility based on community discussions over the proposed model, current funding patterns, and implementation guidelines. Percentages are not intended to be exact requirements but rather serve as targets.

CATEGORY	ESTIMATED COST	PUBLIC SECTOR RESPONSIBILITY	UNITED WAY & NONPROFIT RESPONSIBILITY	PRIVATE SECTOR RESPONSIBILITY
<b>To Provide Information on Availability of Assistance: Outreach/Client Finding/Information and Referral Services</b>				
1. <b>Education &amp; Publicity</b> To produce, coordinate, & disseminate publicity materials, speakers, etc.	\$5,000 - \$8,000			100%
2. <b>Outreach &amp; Information Dissemination</b> To search out and inform homeless persons about services & resources to resolve homelessness.  Basis: 1-2 FTE @ \$19.60/hour, 1,560 - 3,120 hours (based on \$6.50/hr wage)	\$30,576- \$61,152			100%
3. <b>Information/Referral/Crisis Intervention</b> To provide information and assistance to persons who are not staying in publicly funded shelter.  Basis: 2 FTE @ \$25/hour, 3,120 hours	\$78,000	70-80%	20-30%	
<b>To Provide Access to Housing and Services: Intake/Assessment/Case Management Services</b>				
4. <b>Case Management Program/Agency</b> Through case management & housing specialization, to help people access resources and services needed to move out of homelessness and become stabilized in permanent housing.  Basis: 9.5 FTE @ \$25/hour, 14,820 hours. Program operates 12 hours/week, 5 days/week, with staff staggered hours to cover the 12 hours.	\$370,500	80%	20%	



CATEGORY	ESTIMATED COST	PUBLIC SECTOR RESPONSIBILITY	UNITED WAY & NONPROFIT RESPONSIBILITY	PRIVATE SECTOR RESPONSIBILITY
<b>5. Program for Hispanic Men</b> To help Hispanic men end homelessness by providing access & linkage to resources, including transitional housing, immigration issues, advocacy, & liaison to other programs.  Basis: 1 FTE @ \$25/hour, 1,560 hours (Housing/Hispanic Specialist) 15 Transitional Housing units @ \$375/month	\$39,000 (staff) \$67,500 (hsg)	80%	20%	
<b>6. Case Management for Women in Permanent Housing</b> To assist homeless women transition to and stay in permanent housing.  Basis: 1 FTE @ \$25/hour, 1,560 hours	\$39,000	70%	30%	
<b>To Provide Emergency Shelter and Housing</b>				
<b>7. Basic Shelter (Alcohol and Drug Free)</b> To provide safe, sanitary night shelter for up to 90 homeless men (24 hour access)  <b>Day Programming</b> To provide out-of-weather and safe location for basic shelter users, including self-sufficiency programming.  Basis: 5.6 FTE @ \$19.60/hr, 8,736 hours, 16 hour staffing (night shelter staffing). 90 people x 75 Sq.Ft. x \$7.50/sq.ft (space). 90 meals x 365 nights x \$3.50/meal (dinner). 2.8 FTE @ \$19.60/hr, 4,368 hours (day shelter staff).	\$171,226 (staff) \$50,625 (space) <u>\$114,975</u> (meals) \$336,826 (night shelter)  \$85,613 (day shelter)  \$350,000 (rehab)	40-60%	20-30%	20-30%
<b>8. Basic Shelter (Not Alcohol/Drug Free)</b> To provide safe, sanitary night shelter for up to 65 people who may be intoxicated or under the influence but are not actively using alcohol and/or drugs.  Basis: 2 FTE x \$19.60/hr, 3,120 hours (staffing). 65 people x 75 Sq.Ft. x \$7.50/sq.ft. (space).	\$61,152 (staff) <u>\$36,563</u> (space) \$97,715			100%



CATEGORY	ESTIMATED COST	PUBLIC SECTOR RESPONSIBILITY	UNITED WAY & NONPROFIT RESPONSIBILITY	PRIVATE SECTOR RESPONSIBILITY
<b>9. Emergency/Trans I Housing for Men</b> To provide single-room-occupancy housing for 90 men who have been assessed and have agreed to work on resolving homelessness.  Basis: 90 units @ \$275/month	\$297,000 (operating) \$3.7 - \$5 m. (new construction)	100% (rent) 100% (capital)		
<b>10. Emerg/Transitional Housing for Women</b> To provide single room occupancy housing for 30 women who have been assessed and have agreed to work on resolving homelessness. Facility to be separate from men's and preferably not in downtown or Old Town area.  Basis: 30 units @ \$275/month	\$99,000 \$920,000 - \$1.2 million (new construction)	100% (rent) 100% (capital)		
<b>11. Emergency/Transitional Housing for Couples</b> To provide studio or one-bedroom units outside of Old Town/downtown for couples without children.  Basis: 10 units @ \$386 (FMR)/month	\$46,320	100%		
<b>12 Innovative Housing for Persons With Severe Mental &amp; Illness: Low Demand Shelter for 20 and 30</b> <b>14 Emergency/Transitional Housing Units</b> To provide 24-hour safe night & day shelter with meals for 20 homeless mental ill people who do not use services.  To help mentally ill homeless obtain housing and services. Basis: Safe Havens, McKinney Grant Application	\$925,235 (operating)   \$1,050,000 (rehab)	80-100% (service)   100% (capital)	0-20% (service)	
<b>13. Emergency/Trans. Housing Program for Persons with Severe Mental Illnesses: Bridgeview</b> To help mentally ill homeless obtain housing & services.  Basis: 58 units @ \$1,130.48/month (includes staffing and meals)	\$786,815	70-80%	20-30%	



CATEGORY	ESTIMATED COST	PUBLIC SECTOR RESPONSIBILITY	UNITED WAY & NONPROFIT RESPONSIBILITY	PRIVATE SECTOR RESPONSIBILITY
<b>15. Transitional Housing Program for Persons In Recovery From Substance Abuse</b> To help people recovering from substance abuse to obtain housing and services.  Basis: 81 units @ \$238/month	\$231,336	70-80%	20-30%	
<b>16. Winter Overflow Shelter</b> To provide safe, decent emergency shelter bed space for 100 homeless for 10 nights as winter overflow.  Basis: 2 FTE x \$14.72/hr x 8 hrs x 10 nights (staff). 100 beds x \$7.50/sq.ft x 75 sq.ft./ 365 nights x 10 nights (space)	\$2,355 (staff) <u>\$1,541</u> (space) \$3,896	80-100%		0-20%
<b>17. Rent and Deposit Assistance for Permanent Housing</b> To subsidize permanent housing by providing assistance with deposits and rent.  Basis: \$25,000 (assumes reallocation of rent assistance funds)	\$276,000	100%		
<b>Affordable Housing Development</b> To develop 100 housing units per year.	\$3.7 - \$5 million (new const/rehab)	100%		
<b>To Provide Supportive Services for Homeless People: Employment, Employability, and Income-Support (Client Assistance)</b>				
<b>18. Employment Support Program</b> To provide employment placement services, follow-up and rent/deposit assistance for people in employment program.  Basis: 1 FTE @ \$25/hour, 1,560 hours (employment specialist) 50 subsidized jobs @ \$6.50/hr, 20 hrs/week (jobs) 50 people x \$600 (rent/deposit assistance)	\$39,000 (staff) \$338,000 (jobs) <u>\$30,000</u> (hsg) \$407,000	80-100%	0-20%	
<b>19. Client Assistance for General Needs</b> To provide funds for clients to obtain needed identification, transportation, etc.  Basis: 150 people x \$50	\$7,500	80-100%		0-20%



CATEGORY	ESTIMATED COST	PUBLIC SECTOR RESPONSIBILITY	UNITED WAY & NONPROFIT RESPONSIBILITY	PRIVATE SECTOR RESPONSIBILITY
<b>20. Day Shelter/Clean-Up Center</b> To provide out-of-weather & safe location for unsheltered men and women, with access to clean-up, restrooms, 60 hrs/week.  Basis: 4 FTE @ \$19.60/hr, 6,240 hours (staffing) 4,000 sq.ft. x \$7.50/sq.ft (space)	\$122,304 (staff) <u>\$30,000</u> (space) \$152,304			100%
<b>21. Voice Mail/Telephone Service</b> To provide local telephone service with voice mail to assist 24 people in employment search.  Basis: \$109 x 2 lines (installation) \$207 x 2 lines (operating)	\$218 (install) <u>\$4,968</u> (monthly) \$5,186			100%
<b>22. Planning, Implementation, and Evaluation of System</b> To plan and evaluate implementation of model to monitor the best mix of shelter and services. (Contractor administration, capped at 15%, is included in the service costs above.)  Basis: 1.0 PDS level (several staff) and clerical, plus benefits, plus telephone & supplies at HCSD Division FTE allocation.	\$76,724	100%		
<b>SUBTOTAL, CAPITAL COSTS</b>	<b>\$9,720,000</b>			
<b>SUBTOTAL, OPERATING COSTS</b>	<b>\$4,464,046</b>			
<b>TOTAL</b>	<b>\$14,184,046</b>			



TABLE B: PHASE ONE IMPLEMENTATION OBJECTIVES, BY LEAD AGENCY

GOAL	COUNTY (Community Action Program)	CITY (Bureau of Housing and Community Development, Portland Development Commission)	OTHER
<p><b>Goal One: To target current City/County allocations for homeless singles services to the core services identified in the housing and services model, in order to improve housing stabilization rates among homeless single adults.</b></p>	<p>1.1. Target existing funds to buy housing and housing placement and/or case management services; reduce shelter capacity over time as housing is developed. (Refer to Table C: Proposed Reprogramming for Public Funding) (FY 93-96)</p> <p>1.2. Identify contractors for 7/1/94 shelters and case management services through release of a request for proposal. (Includes BHCD as partner) (FY 93-94)</p> <p>1.3. If funds are available, target Hispanic access funds toward Hispanic services identified in model. (FY 94-95)</p> <p>1.4. Release RFP to identify operators for restructured shelters/housing. (FY 94-95)</p> <p>1.5. If funds are available, increase case management, employment services, and Hispanic services. (FY 95-96)</p>	<p>1.3. If funds are available, target Hispanic access funds toward Hispanic services identified in model. (FY 94-95)</p>	



GOAL	COUNTY (Community Action Program)	CITY (Bureau of Housing and Community Development, Portland Development Commission)	OTHER
<p><b>Goal Two: To maximize utilization of current and pending housing projects and to develop emergency shelter and permanent/transitional housing resources in accordance with the model and housing goals of the Downtown Housing Preservation Program, the Comprehensive Housing Affordability Strategy, and other comprehensive plans.</b></p>	<p>2.2. Identify method to formalize shelter development partnership in order to retain site control and shelter titles within the public sector. (FY 93-94) (Involves BHCD and Housing and Community Development Commission)</p> <p>2.5. Develop and facilitate a Housing/Services Utilization Work Group to develop strategy to identify vacancies and keep filled the current housing options, including Rose Apartments, St. Francis, Shoreline, Estate. (Community Action to initiate process) (FY 93-94 and ongoing)</p>	<p>2.1. Hold a siting and facility development planning process to identify and develop 90 bed (130 bed interim) men's basic shelter capacity, 30 bed women's shelter/emergency housing capacity, 10 unit couple's shelter/emergency housing (interim 50-60 bed shelter for women and couples), and 50 bed capacity for chronically mentally ill (20 shelter and 30 emergency/transitional housing). (FY 93-94)</p> <p>2.2. Identify method to formalize shelter development partnership in order to retain site control and shelter titles within the public sector. (FY 93-94) (Involves Community Action and Housing and Community Development Commission)</p> <p>2.3. Select and develop shelter and housing sites. (FY 94-95)</p> <p>2.4. Develop 400-500 affordable housing units annually with 10-20% of units available through market patterns and/or secured for program-specific uses for single adults. (Involves Housing Authority of Portland) (Annual Process)</p> <p>2.5. Develop and facilitate a Housing/Services Utilization Work Group to develop strategy to identify vacancies and keep filled the current housing options, including Rose Apartments, St. Francis, Shoreline, Estate. (Downtown Housing Partnership Program under PDC to continue staffing function. (FY 93-94 and ongoing)</p>	



GOAL	COUNTY (Community Action Program)	CITY (Bureau of Housing and Community Development, Portland Development Commission)	OTHER
<p><b>Goal Three: To aggressively seek additional funding beyond committed City/County and private resources to fully implement the restructured housing and services system.</b></p>	<p>3.1. Create and fund a resource development position to work with the private sector to secure funding for specific projects, priority given to open access day center. (Involves City Commissioner's Office/Association for Portland Progress/Chamber of Commerce/Central Eastside Industrial Council) (FY 93-94, ongoing as needed.)</p> <p>3.2. As the public sector receives increases in federal, state and local allocations, receives new allocations appropriate for housing and services, or reprioritizes funding allocations, provide for an increase above maintenance of effort towards homeless single adult services, housing and assistance as described in the model. Allocation policies should also provide fair increases to services for other homeless populations. (FY 93-94 and ongoing)</p> <p>3.3. Obtain agreement from United Way to support the restructured homeless singles housing/services system in its allocation process. (FY 93-94)</p> <p>3.4. Obtain agreement from County Alcohol/Drug, Mental Health, and Community Corrections programs to support the restructured homeless singles housing/services system in their allocation processes. (FY 93-94)</p> <p>3.5. Seek "secure" funding for rent subsidies. (FY 93-94 and ongoing)</p>	<p>3.2. As the public sector receives increases in federal, state and local allocations, receives new allocations appropriate for housing and services, or reprioritizes funding allocations, provide for an increase above maintenance of effort towards homeless single adult services, housing and assistance as described in the model. Allocation policies should also provide fair increases to services for other homeless populations. (FY 93-94 and ongoing)</p> <p>3.5. Seek "secure" funding for rent subsidies. (FY 93-94 and ongoing)</p>	<p>3.1. Private Sector: Create and fund a resource development position to work with the private sector to secure funding for specific projects, priority given to open access day center. (Community Action initiative; private sector follow-up)(FY 93-94, ongoing as needed.)</p> <p>3.3. Funders Advisory Committee: Obtain agreement from United Way to support the restructured homeless singles housing/services system in its allocation process. (FY 93-94)</p> <p>3.5. Housing Authority of Portland: Seek "secure" funding for rent subsidies. (FY 93-94 and ongoing)</p>



GOAL	COUNTY (Community Action Program)	CITY (Bureau of Housing and Community Development, Portland Development Commission)	OTHER
<b>Goal Three: To aggressively seek additional funding beyond committed City/County and private resources to fully implement the restructured housing and services system.</b>	<p>3.6. Seek additional funding for housing placement/case management specialists in order to create the centralized case management program described in the model. (FY 93-94)</p> <p>3.7. Incorporate preference points for provider contribution to the cost of housing/services, in requests for proposals for services described in the model. (FY 93-94)</p> <p>3.8. Develop prototype grant application for specified service package, to be modified for specific grant applications. (FY 93-94)</p> <p>3.9. Apply for grant funds, in accordance with grant prototypes. (FY 93-94 and ongoing)</p>		<p>3.9. Housing Authority of Portland: Apply for grant funds, in accordance with grant prototypes. (FY 93-94 and ongoing)</p>
<b>Goal Four: To assist business associations and neighborhoods in addressing perceived problems of undesirable street activity.</b>	<p>4.2. Develop a privately-funded day center program for people in downtown/Old Town area who are not residing at the publicly funded shelter(s). (Community Action Program, to convene group. Leadership is expected from private sector.) (FY 93-94; ongoing as needed).</p> <p>4.3. Designate a portion of any new Hispanic access funds to address Hispanic issues in the downtown/Old Town area, including funding Hispanic services and direct client assistance identified in the model. (FY 93-94.)</p>	<p>4.3. Designate a portion of any new Hispanic access funds to address Hispanic issues in the downtown/Old Town area, including funding Hispanic services and direct client assistance identified in the model. (FY 93-94.)</p>	<p>4.1. Downtown Community Service Center: Coordinate with community policing and neighborhood association efforts to clarify street problems; develop solutions for neighborhood implementation. (Annually.)</p> <p>4.2. Private Sector: Develop a privately-funded day center program for people in downtown/Old Town area who are not residing at the publicly funded shelter(s). (Community Action Program, to convene group). (FY 93-94; ongoing as needed).</p>



GOAL	COUNTY (Community Action Program)	CITY (Bureau of Housing and Community Development, Portland Development Commission)	OTHER
<b>Goal Five: To evaluate the restructured housing/services model as it is being implemented in order to maintain consistency with program principles and responsiveness to current needs of homeless persons.</b>	<p>5.1. Monitor and evaluate existing shelter providers to provide a base of information on program and service quality. (FY 93-94)</p> <p>5.2. Evaluate impact of shifting public funding from open-access day center. (Winter 1993-94 (baseline) and winter 1994-95 (comparison))</p> <p>5.3. Monitor use of shelters, turnaway rates, movement of residents through system. Provide recommendations on adjustments needed to model, next phase priorities and allocations. (FY 94-95.)</p> <p>5.4. Evaluate housing needs, effectiveness of housing strategy; develop further housing goals. (FY 95-96)</p> <p>5.5. Develop a Phase Two Implementation Plan to address services identified in the services model which have not been fully developed and any changes to the system model recommended during the course of program evaluations. (FY 95-96.)</p>	<p>5.1. Monitor and evaluate existing shelter providers to provide a base of information on program and service quality. (FY 93-94)</p> <p>5.4. Evaluate housing needs, effectiveness of housing strategy; develop further housing goals. (FY 95-96)</p> <p>5.5. Develop a Phase Two Implementation Plan to address services identified in the services model which have not been fully developed and any changes to the system model recommended during the course of program evaluations. (FY 95-96.)</p>	



TABLE C: PROPOSED REPROGRAMMING FOR COMMUNITY ACTION AND BUREAU OF HOUSING AND COMMUNITY DEVELOPMENT FUNDING

Model No.	Service	Estimated Cost	FY 1993-94 Current Allocation	FY 1993-94 Reprogrammed Allocation	FY 1994-95 Proposed Allocation	FY 1995-96 Proposed Allocation
4.	Case Management: 9.5 FTE	\$370,500	\$0	.5 \$19,500	2.0 \$81,120	2.0 \$84,364
6.	Case Management for Women in Permanent Housing: 1 FTE	\$39,000	\$27,662	\$27,662	\$28,768	\$29,918
7.	Basic Shelter (Non A/D): 90 beds. Current: Glisan St. & Recovery Inn (300 beds)	Night: \$336,826 Day: \$85,613	\$310,704	Night \$310,704 Day \$16,413	\$207,000	\$215,280
16.	Winter Overflow Shelter: 1,000 bed nights	\$3,896				
9.	Emerg/Trans. Housing for Men: 90 units	\$297,000			\$90,000	\$93,600
10.	Shelter/Emergency/Trans. Housing for Women: 30 units	\$99,000		\$12,931	\$69,109	\$71,873
11.	Emerg/Trans. Housing for Couples: 10 units	\$46,320				
13.	Emerg/Trans. Housing for Chronically Mentally Ill: 58 units existing	\$786,815	\$70,095	\$70,095	\$72,899	\$75,815
17.	Rent & Deposits for Permanent Housing	\$276,000	\$20,000	\$20,000	\$25,800	\$26,832
15.	A/D Free Transitional Housing: 81 units	\$231,336	\$96,075	\$96,075	\$99,918	\$103,915
22.	System Planning, Implementation, Evaluation	\$76,724	\$76,724	\$76,724	\$79,793	\$82,985
TOTAL, PHASE ONE SERVICES		\$2,649,030	\$601,260	\$650,104	\$754,407	\$784,582
12.&14	Innovation Housing Chronically Mentally Ill: 20 beds low demand shelter and 30 units of Emergency/Transitional Housing	\$925,235				
3.	Information/Referral/Crisis Interv.: 2 FTE	\$78,000				
18.	Employment Services: 1 FTE, 50 jobs, 50 housing units	\$407,000				
21.	Voice Mail Telephone Service	\$5,186				
19.	Client Assistance: 150 people	\$7,500				
5.	Hispanic Mens Program: 1 FTE plus housing	\$106,500				
TOTAL, PHASE TWO SERVICES		\$1,529,421	\$0	\$0	\$0	\$0
1.	Education & Publicity	\$5,000-\$8,000				
2.	Outreach: 1-2 FTE	\$30,576-\$61,152				
20.	Day Shelter/Clean Up Center	\$152,304	\$65,244	\$31,122		
8.	Basic Shelter (A/D): Current: Union Gospel Mission (65 beds)	Night: \$97,715	\$58,887	\$44,165		
TOTAL, PRIVATE SECTOR FUNDING		\$285,595	\$124,131	\$75,287	\$0	\$0



**TABLE D: HOUSING AND SERVICES SYSTEM FOR HOMELESS SINGLE ADULTS: CURRENT FUNDING**

This funding table is based on the estimated costs of services as described in the service system model. Funding amounts are proposed FY 1994-95 allocations from the City and Community Action Program, which assume a reprogramming of current dollars, and FY 1993-94 allocations for the other funders.

SERVICE CATEGORY	ESTIMATED COST	CITY/CAPO FUNDS	PRIVATE/ UNITED WAY FUNDS	OTHER PUBLIC FUNDS	PROGRAM RESOURCES (FEES)	POTENTIAL REVENUE SOURCES
<b>STAFF SUPPORT SERVICES: INFORMATION AND SERVICE ACCESS</b>						
Education & Publicity: Publicity Project	\$5,000-\$8,000	\$0	\$0	\$0	\$0	\$5,000 from: •Business donation •Church donation
Outreach & Information Dissemination: 1-2 FTE at \$19.60/hour to search for homeless.	\$30,576-\$61,152	\$0	\$0	\$0	\$0	\$30,576 from: •Business/Church donation •Community Policing budget (e.g., Hispanic Access Program)
Information/Referral/Crisis Intervention: 2 FTE at \$25/hour to provide support services to shelter residents.	\$78,000	\$0 (1 FTE currently funded through CAPO shelter funds)	\$63,014 (TPI's funds)	@ \$39,000 (1 FTE currently funded through A/D, Corrections, Employment programs)	\$0	45% of current cost picked up by provider. Cover future costs by: •Provider share of at least 25% •City/CAPO funded shelter budget •CDBG public service cap increase •Church/business based volunteers
Case Management Program: 9.5 FTE at \$25/hr, with 12 hour coverage; includes housing placement, counseling, resource & employment coordination.	\$370,500	\$81,120 (2 FTE) (2.5 FTE currently funded through CAPO community service center program.)	\$0	\$0 (18 FTE currently funded through A/D, Corrections, Employment)		\$289,380 from: •Possible Medicaid reimbursement •Designations from County programs •CDBG public service cap increase •Increased public allocations •EID contribution •United Way •McKinney grants •Targeted position for business contribution •Integration with CAPO community service center funding
Case Management for Women in Permanent Housing: 1 FTE at \$25/hr	\$39,000	\$28,768 (funds part of 1.5 FTE now)	\$8,850 (TPI's funds)	\$0	\$0	23% of current cost picked up by provider: maintain that percent as match.
<b>SUBTOTAL, STAFF SERVICES</b>	<b>\$523,076</b>	<b>\$109,888</b>	<b>\$71,864</b>	<b>\$39,000</b>	<b>\$0</b>	<b>\$324,956</b>



SERVICE CATEGORY	ESTIMATED COST	CITY/CAPO FUNDS	PRIVATE/ UNITED WAY FUNDS	OTHER PUBLIC FUNDS	PROGRAM RESOURCES (FEES)	POTENTIAL REVENUE SOURCES
<b>SHELTER AND HOUSING OPERATING COSTS</b>						
<b>Basic Shelter</b> (Alcohol and Drug Free): 24 hour beds for 90 men  8.4 FTE @ \$19.60/hr + space at \$7.50/sq.ft. (no meals)  Meals at \$3.50/meal	\$307,464 (basic)  \$114,975 (meals)  <u>\$422,439</u>	\$207,000	\$103,744 (TPI)  \$221,800 (Sal.Army)	\$0	\$3,086 (Sal.Army)	46.6% (\$328,630) of FY 93-94 costs for 2 shelters, clean up and day center (\$704,578) is contributed by providers. Cover future costs by: •Provider share of at least 25% •Volunteers •Inkind donations •Resident contribution
<b>Basic Shelter</b> (Not Alcohol/Drug Free): night shelter for 65 people. 2 FTE x \$19.60/hr + space at \$7.50/sq.ft.	\$97,715	\$0	\$97,715 (Union Gospel)	\$0	\$0	Missions have indicated intent to provide shelter without public funding.
<b>Emergency/Trans I Housing for Men:</b> 90 units @ \$275/month	\$297,000	\$90,000	\$0	\$0	\$0	\$207,000 from: •PILOT fund allocation •Increased CDBG & CSBG/ESG •Dedicated business contribution •EID contribution •Client fee •Medicaid •McKinney grants
<b>Shelter/Emerg/Transitional Housing for Women:</b> 30 units @ \$275/month; may be congregate facility with partitions	\$99,000	\$69,109	\$0 (Some of TPI's funds may actually be used for womens shelter)	\$0	\$0	\$20,891 from: •EID contribution •Volunteers •Client fees •Increased CDBG/CSBG/ESG •PILOT allocation •For shelter portion, provider share (20-25%) •Dedicated business contribution
<b>Emergency/Transitional Housing for Couples:</b> 10 units @ \$386 (FMR)/month	\$46,320	(Include space in interim womens shelter)	\$0	\$0	\$0	\$46,320 from: •EID contribution •PILOT allocations •Increased CDBG/CSBG/ESG •Client fees
<b>Winter Overflow Shelter:</b> 100 beds for 10 nights. 2 FTE x \$14.72/hr x 8 hrs x 10 nights; 100 beds x \$7.50/sq.ft/365 x 75 sq.ft. x 10 nights	\$3,896	Included in shelter capacity	\$0	\$0	\$0	not applicable
<b>Rent and Deposit Assistance for Permanent Housing:</b> 100 units x \$230/month. Assumes reallocation of rent assistance funds. Amount will be less if housing fully capitalized.	\$276,000	\$20,000	\$0	\$0	\$0	\$256,000 from: •Reallocation of PILOT funds •HOME funds •CDBG public service cap •McKinney Shelter Plus Care
<b>SUBTOTAL SHELTER &amp; HOUSING, Operating Costs</b>	<b>\$1,242,370</b>	<b>\$386,109</b>	<b>\$423,259</b>	<b>\$0</b>	<b>\$3,086</b>	<b>\$530,211</b>



SERVICE CATEGORY	ESTIMATED COST	CITY/CAPO FUNDS	PRIVATE/ UNITED WAY FUNDS	OTHER PUBLIC FUNDS	PROGRAM RESOURCES (FEES)	POTENTIAL REVENUE SOURCES
<b>SHELTER AND HOUSING CAPITAL COSTS</b>						
Basic Shelter: 90 bed capacity	\$350,000 Rehab	\$0	\$0	\$0	\$0	\$350,000 from: •CDBG allocation •PDC funds •Capital drive
Emergency/Transitional Housing for Men: 90 units	\$3.7 - \$5 million (new const)	\$0	\$0	\$0	\$0	\$3.7-\$5 million from: •CDBG allocation •PDC funds •Capital drive •Public/Private Joint Venture •Tax-Exempt Bonds
Emergency/Transitional Housing for Women: 30 units (does not refer to existing shelter or congregate type housing)	\$920,000-\$1.2 million (new const)	\$0	\$0	\$0	\$0	\$920,000-\$1.2 million from: •CDBG allocation •PDC funds •Capital drive •Public/Private joint venture •Tax-Exempt bonds
Affordable Housing Development: 100 units per annum	\$3.7-\$5 million (new const)	\$0	\$0	\$0	\$0	\$3.7-\$5 million from: •CDBG & HOME allocations •PDC funds •Capital drive •Public/Private joint venture •Tax-Exempt bonds •McKinney SRO Mod 8 program
SUBTOTAL, SHELTER & HOUSING CAPITAL COSTS	\$8.7-\$11.6 million	\$0	\$0	\$0	\$0	\$8.7 - \$11.6 million
<b>ALCOHOL/DRUG SERVICES</b>						
Transitional Housing Program for Persons In Recovery From Substance Abuse: 81 units at \$238/month. Note: case management and A/D treatment services are not included in this plan, since they are the responsibility of the County Alcohol/Drug Program.	\$231,336	\$96,075	\$41,760 (United Way TPI funds)	\$86,242	\$0	\$7,259 from: •Client fees •County A/D program
SUBTOTAL, ALCOHOL/DRUG SERVICES	\$231,336	\$96,075	\$41,760	\$86,242	\$0	\$7,259
<b>SHELTER AND HOUSING FOR CHRONICALLY MENTALLY ILL HOMELESS</b>						
Innovative Housing Program for Persons With Severe Mental Illness: 24-hour shelter for 20 CMI + 30 beds of emergency/transitional housing, with support staffing	\$925,235	\$0	\$0	\$925,235 (federal, local medicaid)	\$0	
Innovative Housing Program: Capital Development	\$1,050,000 (rehab)	\$0	\$0	\$1,050,000 (federal, CDBG, HOME)	\$0	



SERVICE CATEGORY	ESTIMATED COST	CITY/CAPO FUNDS	PRIVATE/ UNITED WAY FUNDS	OTHER PUBLIC FUNDS	PROGRAM RESOURCES (FEES)	POTENTIAL REVENUE SOURCES
Emergency/Trans. Housing Program for Persons with Severe Mental Illnesses: Bridgeview: 58 units @ \$1,130.48/month (includes staff & meals)	\$786,815	\$70,095	\$82,255 (MHSW)	\$513,766 (State MED, County)	\$55,000 (client fees)	\$65,699 from: •Contractor reserve fund •Medicaid reimbursement/client fees •EID contribution •County Mental Health program •CAPO increased allocations
SUBTOTAL, SHELTER & HOUSING FOR CHRONICALLY MENTALLY ILL	\$1,712,050 (operating) \$1,050,000 (rehab)	\$70,095	\$82,255	\$1,439,001 (operating) \$1,050,000 (rehab)	\$55,000	\$65,699 operating costs
<b>SUPPORTIVE SERVICES FOR HOMELESS PEOPLE TO INCREASE EMPLOYMENT, EMPLOYABILITY, AND INCOME-SUPPORT (CLIENT ASSISTANCE)</b>						
Employment Support Program: Employment Specialist, Subsidized Jobs, Rent Assistance  1 FTE @ \$25/hour, 1,560 hours (employment specialist); 50 subsidized jobs @ \$6.50/hr, 20 hrs/week (jobs); 50 people x \$600 (rent/deposit assistance)	\$407,000	\$0	\$0	\$0	\$0	\$407,000 from: •McKinney grant •Private Industry Council programs •Business contributions •Employment tax
Client Assistance for General Needs: 150 people x \$50	\$7,500	\$0	\$0	\$0	\$0	\$7,500 from: •Dedicated business fund •CDBG public service cap increase •Reallocation of PILOT funds
Voice Mail/Telephone Service: \$109 x 2 lines (installation) \$207 x 2 lines (operating)	\$5,186	\$0	\$0	\$0	\$0	\$5,186 from: •Foundation grant •User fees •Business contribution
SUBTOTAL, EMPLOYMENT & EMPLOYABILITY SERVICES	\$419,686	\$0	\$0	\$0	\$0	\$419,686
<b>OPEN-ACCESS DAY CENTER</b>						
Day Shelter/Clean-Up Center: 4 FTE @ \$19.60/hr, (staffing) 4,000 sq.ft. x \$7.50/sq.ft (space)	\$152,304	\$0 community service center, open to homeless & low income, serves in part as day center	\$0	\$0	\$0	\$152,304 from: •Business contributions •EID contribution/Project Respond programming •Church contributions •Volunteers •Community Policing budget •Community Service Center funding •User fees
SUBTOTAL, DAY CENTER	\$152,304	\$0	\$0	\$0	\$0	\$152,304



SERVICE CATEGORY	ESTIMATED COST	CITY/CAPO FUNDS	PRIVATE/ UNITED WAY FUNDS	OTHER PUBLIC FUNDS	PROGRAM RESOURCES (FEES)	POTENTIAL REVENUE SOURCES
<b>HISPANIC MENS PROGRAM</b>						
Program for Hispanic Men: Case Management & Transitional Housing 1 FTE @ \$25/hour, (Housing/Hispanic Specialist) 15 Transitional Housing units @ \$375/month	\$106,500	\$0	\$0	\$0	\$0	\$106,500 from: •Reallocation of Hispanic Access funds from City Community Policing •CDBG public service cap increase •Designated funds from businesses or Hispanic organizations
<b>SUBTOTAL: HISPANIC PROGRAM</b>	<b>\$106,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$106,500</b>
<b>ADMINISTRATION AND EVALUATION OF SERVICE SYSTEM</b>						
Evaluation of System: .5 PDS and .5 clerical, at HCSD	\$38,362	\$38,362	\$0	\$0	\$0	not applicable
Contractor Administration: 15% cap on contracted costs	\$621,307	\$99,325	\$59,601	\$95,851	\$8,713	not applicable
System Administration: Planning, implementing, contracting, monitoring: .5 FTE (portions of several staff) at HCSD	\$38,362	\$38,362	\$0	\$0	\$0	not applicable
<b>SUBTOTAL: ADMINISTRATION &amp; EVALUATION</b>	<b>\$698,031</b>	<b>\$176,049</b>	<b>\$59,601</b>	<b>\$95,851</b>	<b>\$8,713</b>	<b>not applicable</b>
<b>TOTAL, CAPITAL COSTS</b>	<b>\$9.7-\$12.7 million</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,050,000</b>	<b>\$0</b>	<b>\$8.7- \$11.7 million</b>
<b>TOTAL, OPERATING COSTS*</b>	<b>\$4,464,046</b>	<b>\$738,891</b>	<b>\$619,138</b>	<b>\$1,564,243</b>	<b>\$58,086</b>	<b>\$1,606,615</b>

\*Operating costs totals do not include contractor administrative costs, since these are incorporated into the cost of the service.

Totals do not add across; funds identified for resource development are based on projected need and not necessarily the balance of the estimated cost not currently funded. For instance, in item 3, Crisis Intervention, contractor and other public resources are more than estimated need, which would reduce the total amount of fundraising needed if fundraising amounts were identified solely through calculation.



TABLE E: RESOURCE DEVELOPMENT PLAN

This resource development plan identifies targeted goals for new funds for housing and services for homeless single adults. **This plan assumes a maintenance of effort funding level, using FY 1993-94 figures; the targets are additional funds to be allocated.** With the exception of some of the capital development costs, these targets are annual allocations, plus cost of living.

Services	County	City	Housing Authority	United Way	Private
PHASE ONE: Case Management Shelters Housing	Community Action: \$136,764  Alcohol/Drug: \$7,259 - \$93,501  Mental Health: \$65,699	Housing & Community Development: \$136,764 (services) \$297,000 (rent subsidies)	\$297,000 (rent subsidies)	\$136,764	Non Profit Service Providers: \$101,918
PHASE ONE: Capital Development for Housing, Shelters		Housing & Community Development/Portland Develop. Commission: \$3.7-\$5 million (annual development)  Housing & Community Development/Portland Develop. Commission: Costs to be Determined (Shelter development)	\$3.7-\$5 million (annual development)		
PHASE TWO: Hispanic Services Employment Services Access Services		Police Bureau: \$39,000			Non Profit Service Providers: \$101,918
PRIVATE SECTOR SERVICES Day Center Outreach Publicity					Business Sector: \$285,595-\$319,171



MEETING DATE: DEC 30 1993

AGENDA NO: LC-1

(Above Space for Board Clerk's Use ONLY)

**AGENDA PLACEMENT FORM**

SUBJECT: Grant - CDC via State Health - Immunizations

BOARD BRIEFING Date Requested: \_\_\_\_\_

Amount of Time Needed: \_\_\_\_\_

REGULAR MEETING: Date Requested: December 30, 1993

Amount of Time Needed: 5 minutes

DEPARTMENT: HEALTH DIVISION: SUPPORT SERVICES

CONTACT: Peggy Hillman TELEPHONE #: 248-3674  
BLDG/ROOM #: 160/8

PERSON(S) MAKING PRESENTATION: Tom Fronk and Peggy Hillman

**ACTION REQUESTED:**

☐ INFORMATIONAL ONLY ☐ POLICY DIRECTION ☒ APPROVAL ☐ OTHER

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

The State Health Division has received a grant from the CDC for enhanced immunization services for children ages 2 to 24 months. The State wishes to pass \$137,808 to the County for an 18 month period. The funding would be used for public education and outreach, special community immunization clinics, client incentives, and development of tracking systems.

*11/5/94 originals to Herman Brame*

**SIGNATURES REQUIRED:**

ELECTED OFFICIAL: \_\_\_\_\_

OR

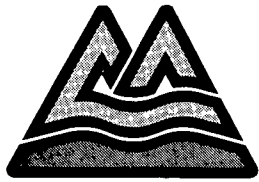
DEPARTMENT MANAGER: Billy Adigaard

BOARD OF  
COUNTY COMMISSIONERS  
1993 DEC 28 PM 2:41  
MULTNOMAH COUNTY  
OREGON

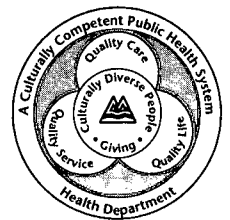
**ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES**

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





# MULTNOMAH COUNTY OREGON



HEALTH DEPARTMENT  
426 S.W. STARK STREET, 8TH FLOOR  
PORTLAND, OREGON 97204-2394  
(503) 248-3674  
FAX (503) 248-3676  
TDD (503) 248-3816

BOARD OF COUNTY COMMISSIONERS  
BEVERLY STEIN • CHAIR OF THE BOARD  
DAN SALTZMAN • DISTRICT 1 COMMISSIONER  
GARY HANSEN • DISTRICT 2 COMMISSIONER  
TANYA COLLIER • DISTRICT 3 COMMISSIONER  
SHARRON KELLEY • DISTRICT 4 COMMISSIONER

## MEMORANDUM

TO: Board of County Commissioners  
FROM: *B. J. J.*  
Bill Jodegaard  
REQUESTED PLACEMENT DATE: December 30, 1993  
DATE: December 17, 1993  
SUBJECT: Funding Grant from CDC for Enhancement of Immunization Services

**I. Recommendation/Action Requested:** The Health Department is requesting authority to enter into an interagency agreement with the Oregon Health Division to accept a funding grant designated solely for the purpose of enhancing immunization services in Multnomah County and improving immunization levels in children from 2 months to 24 months of age. The effective dates for the interagency agreement are January 3, 1994 through June 30, 1995.

**II. Background/Analysis:** Multnomah County receives free vaccine for immunizations from the state. There has never been funding for delivery of those immunization services nor for program management, outreach and public information. Through the Clinton Administration, there are now funds available to provide those services. Multnomah County has been a part of the state-wide Oregon Preschool Immunization Consortium. The group has spent the last two years developing an Immunization Action Plan for enhancing immunization services and dramatically improving the percentage of children up to age 2 who are up-to-date with their immunizations. The funding is to be used to implement those plans in Multnomah County which would include: Public education and outreach, special community clinics, incentives for clients and upgrading our computer program regarding immunization tracking.

**III. Financial Impact:** It is anticipated that approximately \$137,808 will be received for funding 18 months of program. This would cover some computer programming costs, materials and supplies, an additional staff person and possibly on-call dollars for staffing at immunization clinics.

**IV. Legal Issues:** ensuring that immunizations are provided is a basic mandated requirement by the state to Health Departments. Free vaccine and other potential federal funding are affected by non-participation.

**V. Controversial Issues:** There is a small segment of the community (less than 1%) who do not believe in immunizations for philosophical/religious reasons.

**VI. Link to Current County Policies:** Immunizations are a part of the Oregon Benchmarks for the year 2000 and also a part of the Bud J requirements for next fiscal year. Compliance with Medicaid requirements for their clients is also tied with meeting certain levels of immunization services and percentage of children up-to-date for immunizations.

**VII. Citizens Participation:** The Immunization Action Plan (IAP) encompasses a variety of volunteer groups (including Rotary, Kiwanis and American Legion) to be utilized to assist with some of the following:

- provide transportation to immunization clinics
- do traffic control at the clinics
- conduct door-to-door canvassing to increase awareness
- acquire incentives for children receiving immunizations and
- assist in setting up immunization clinics in the community.

Volunteers will be used extensively during the OPBS campaign in May to get children immunized.

**VIII. Other Government Participation:** The IAP funds are federal funds, passed through the state to all counties in Oregon. The IAP funding also impacts the private sector and involves them in the planning and implementation of many parts of the plan.



**CONTRACT APPROVAL FORM**

(See Administrative Procedure #2106)

MULTNOMAH COUNTY OREGON

Contract # 201784

Amendment # \_\_\_\_\_

CLASS I	CLASS II	CLASS III
<input type="checkbox"/> Professional Services under \$25,000	<input type="checkbox"/> Professional Services over \$25,000 (RFP, Exemption) <input type="checkbox"/> PCRB Contract <input type="checkbox"/> Maintenance Agreement <input type="checkbox"/> Licensing Agreement <input type="checkbox"/> Construction <input type="checkbox"/> Grant <input type="checkbox"/> Revenue	<input checked="" type="checkbox"/> Intergovernmental Agreement <b>APPROVED MULTNOMAH COUNTY BOARD OF COMMISSIONERS</b> AGENDA # <u>UC-1</u> DATE <u>12/30/94</u> <u>DEB BOGSTAD</u> BOARD CLERK <u>REVENUE</u>

Department HEALTH Division \_\_\_\_\_ Date \_\_\_\_\_Contract Originator Brame Phone x2670 Bldg/Room 160/2Administrative Contact Fronk Phone x4274 Bldg/Room 160/7Description of Contract Funding for public education and outreach, special community immunization clinics, client incentives, and development of tracking systems.RFP/BID # N/A Date of RFP/BID \_\_\_\_\_ Exemption Exp. Date \_\_\_\_\_ORS/AR # \_\_\_\_\_ Contractor is ☐ MBE ☐ WBE ☐ QRFContractor Name Oregon Health DivisionMailing Address 800 N.E. Oregon St. #21  
Portland, Oregon 97232Phone 731-4029Employer ID# or SS# N/AEffective Date January 3, 1994Termination Date June 30, 1995Original Contract Amount \$ 137,808 est.

Total Amount of Previous Amendments \$ \_\_\_\_\_

Amount of Amendment \$ \_\_\_\_\_

Total Amount of Agreement \$ \_\_\_\_\_

**REQUIRED SIGNATURES:**Department Manager Billi OdgaardPurchasing Director  
(Class II Contracts Only) [Signature]County Counsel [Signature]County Chair / Sheriff [Signature]Contract Administration  
(Class I, Class II Contracts Only) \_\_\_\_\_Remittance Address \_\_\_\_\_  
(If Different) \_\_\_\_\_

Payment Schedule \_\_\_\_\_ Terms \_\_\_\_\_

☐ Lump Sum \$ \_\_\_\_\_ ☐ Due on receipt☐ Monthly \$ \_\_\_\_\_ ☐ Net 30☐ Other \$ \_\_\_\_\_ ☐ Other \_\_\_\_\_☐ Requirements contract - Requisition required.

Purchase Order No. \_\_\_\_\_

☐ Requirements Not to Exceed \$ \_\_\_\_\_Encumber: Yes ☐ No ☐Date 12/30/93

Date \_\_\_\_\_

Date 12-26-93Date December 30, 1993

Date \_\_\_\_\_

VENDOR CODE				VENDOR NAME					TOTAL AMOUNT \$		
LINE NO.	FUND	AGENCY	ORGANIZATION	SUB ORG	ACTIVITY	OBJECT/ REV SRC	SUB OBJ	REPT CATEG	LGFS DESCRIPTION	AMOUNT	INC/ DEC IND
01.	156	015								\$137,808 <sup>est.</sup>	
02.											
03.											
* If additional space is needed, attach separate page. Write contract # on top of page.											

INSTRUCTIONS ON REVERSE SIDE

WHITE CONTRACT ADMINISTRATION CANARY INITIATOR BLUE FINANCE



## INTERAGENCY AGREEMENT

This agreement is between the Oregon Health Division and the county named below. The purpose of this agreement is to confirm the program assurances and funding distribution related to the Immunization Action Plan.

This agreement shall be effective upon signature by both parties, and shall remain in effect until June 30, 1995.

### PROGRAM REQUIREMENTS:

The county agrees, through its health department, to carry out the requirements of the Oregon Immunization Action Plan as negotiated with CLHO and described in Attachment A labeled **IMMUNIZATION ACTION PLAN FUNDING ASSURANCES & GUIDELINES**. This attachment is hereby incorporated into this agreement.

### CONSIDERATION:

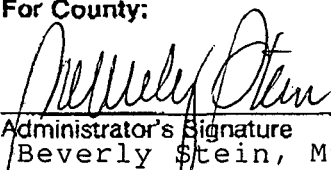
Funding for county health departments will be distributed based on the formula negotiated with CLHO, which uses a base grant figure, and a per capita distribution using 1992 birth data by county. Specific amounts for each county are shown on the attachment labelled IAP Formula Distribution, for the period January 1, 1994 through June 30, 1995, as approved by CLHO on December 16, 1993.

Upon receipt of this signed contract, the Health Division will pay the county 50% of their allocation amount, as determined by the formula calculation.

The county's written plan must be submitted to the Health Division no later than **March 15, 1994**. Upon Health Division approval of the plan, the Health Division will pay the remaining 50 % of the allocation. If the county has any special requests in regard to the timing of payments, please indicate:

### AGREED:

For County:

 12/30/93  
\_\_\_\_\_  
Administrator's Signature Date  
Beverly Stein, Multnomah County  
Chair  
County Name/Address:

\_\_\_\_\_  
Multnomah County  
Health Department  
426 S.W. Stark,  
Portland, Oregon (97204)

For Oregon Health Division:

\_\_\_\_\_  
Assistant Administrator

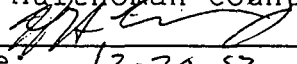
\_\_\_\_\_  
Immunization Program Manager

\_\_\_\_\_  
Fiscal Manager:

\_\_\_\_\_  
Business Manager:

### REVIEWED:

LAURENCE B. KRESSEL, County Counsel  
for Multnomah County, Oregon

By:   
Date: 12-20-93

Page 1

APPROVED MULTNOMAH COUNTY  
BOARD OF COMMISSIONERS  
AGENDA # UC-1 DATE 12/30/93  
\_\_\_\_\_  
DEB BOGSTAD  
BOARD CLERK



## ATTACHMENT A

IMMUNIZATION ACTION PLAN

1/1/94 through 6/30/95 (18 months)

ASSURANCE	CITATION
1. County health departments will determine with each eligible delegate agency, the percentage or amount of the county IAP award that will go to the delegate agency.	Negotiated with CLHO 12/16/93
2. County health departments must provide each migrant and community health centers with state-supplied vaccine.	Notice of grant award number H23/CCH00467-04 - dated 10/93
3. County health departments will submit a written plan according to OHD format, which includes how the delegate agency(ies) and the county health department will use their funds to reach the new national objective for raising the community immunization levels. Plan will include documentation of a strong private/public focus.	Negotiated with CLHO 12/16/93
4. County health departments will submit a progress report on IAP activities to the OHD due August 1, 1994.	Negotiated with CLHO 12/16/93
5. County health departments will submit a final report on IAP activities to the OHD no later than July 31, 1995.	Negotiated with CLHO 12/16/93
6. Federal grant funds are intended to supplement local resources, they may NOT be used to supplant local resources.	1994 National Immunization Program CDC Guidance
7. County health departments will meet the national "Standards for Pediatric Immunization Practices", U.S. Department of Health and Human Services, May 1992.	1994 National Immunization Program CDC Guidance
8. County health departments will provide field follow-up on 2-year-old-survey participants in the county who do not respond to the survey (scheduled for Spring, 1994).	Negotiated with CLHO 12/16/93
9. County health departments agree to hold a special free immunization clinic on May 14, 1994, in conjunction with the OPB immunization promotion.	Negotiated with CLHO 12/16/93
10. County health departments will use IAP funds for cost of mailing/shipping: a) all exclusion orders, b) school/facility packets, and 3) styrofoam containers back to OHD.	Negotiated with CLHO 12/16/93
11. County health departments will participate in the Immunization component of the WCHDS or interface with the WCHDS or State-wide Registry by 6/30/95	Negotiated with CLHO 12/16/93
IAPASSUR	



## IMMUNIZATION ACTION PLAN GUIDELINES

11/1/94 through 6/30/95

**The number of each guideline below corresponds to the Assurance of the same number.**

- 1 a. County health departments do not need to share county IAP funds with migrant and community health centers.
- 3 a. OHD will develop plan format and send copies to county health departments by January 31, 1994.
- 8 a. Before county health department will be asked to follow-up on 2-year-old survey participants, OHD will have sent 2 surveys via mail, searched for new address of family via regular and reverse phone directories, DMV and other identified methods of tracking addresses have been exhausted.
- 9 a. County health departments will be contacted by Joanie Mastrandrea, Oregon Public Broadcasting, regarding your participation in the OPB "Immunize Now" promotion. You will be receiving more information on the promotion as it is developed. OPB phone number is (503)244-9900, fax (503)293-1919.