



# GLADYS McCOY, Multnomah County Chair

Room 134, County Courthouse  
1021 S.W. Fourth Avenue  
Portland, Oregon 97204  
(503) 248-3308

## M E M O R A N D U M

TO: Department Managers and Management Team  
Board Staff  
Auditor's Staff

FROM: Gladys McCoy *G.McCoy*  
County Chair

DATE: October 27, 1988

RE: Reception for Anne Kelly Feeney

BOARD OF  
COUNTY COMMISSIONERS  
1988 OCT 28 AM 9:39  
MULTNOMAH COUNTY  
OREGON



MULTNOMAH COUNTY OREGON

The Board of County Commissioners  
invites you to attend a  
reception for Anne Kelly Feeney  
in appreciation of her six years of dedication and  
service to Multnomah County as Auditor

Tuesday, November 1, 1988  
3:45 p.m.  
Multnomah County Courthouse  
Sixth Floor

# 5th Annual Authors Series

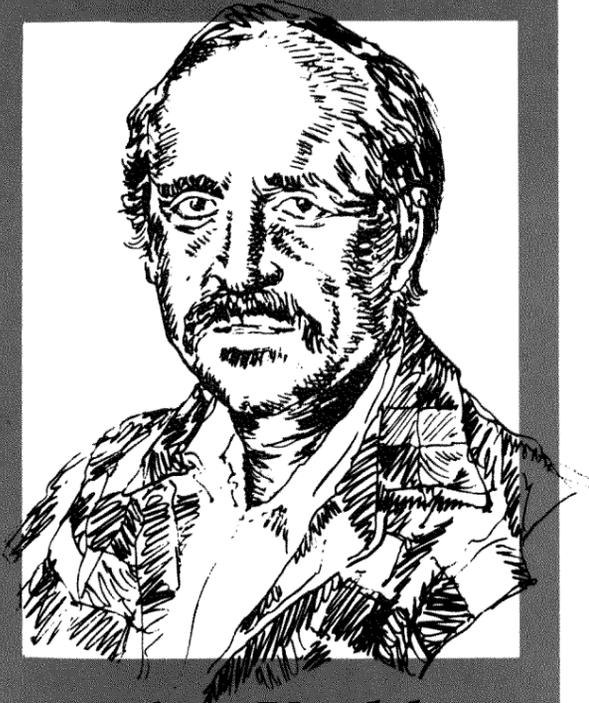


**Denis Donoghue**

OCTOBER 9 • 3 p.m.  
CENTRAL LIBRARY

The renowned literary critic Denis Donoghue has published several provocative, widely praised and beautifully written essays on modern criticism and literary theory, including *Thieves of Fire* and *The Sovereign Ghost*. Born in County Carlow, Donoghue grew up in Warrespoint, in Northern Ireland, and now lives in Dublin and New York

OCTOBER 9 • 7:30 P.M.  
REED COLLEGE

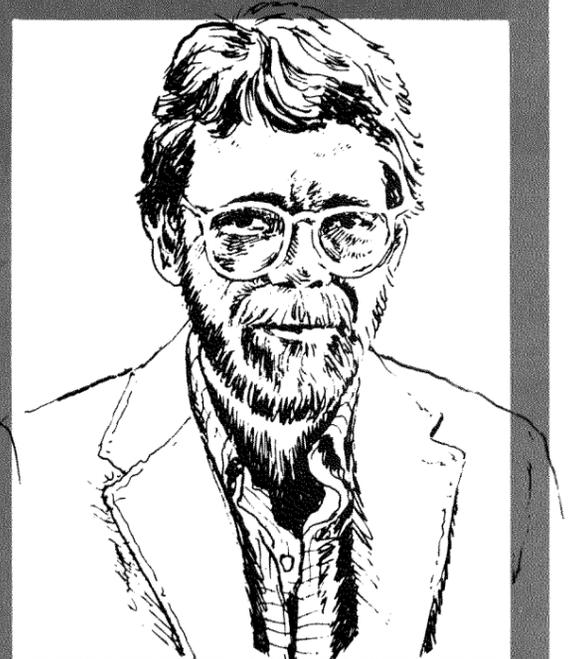


**John Keeble**

NOVEMBER 9 • 7:30 p.m.  
CENTRAL LIBRARY

Born in Winnipeg, Manitoba, John Keeble is a rising star among Northwest writers. His stories are peopled with the kind of characters who are familiar to Northwesterners. He is the author of *Broken Ground*, *Yellowfish*, *Crab Canon*, and co-author, with Ransom Jeffrey, of *Mine*.

NOVEMBER 10 • 1 p.m.  
REED COLLEGE



**A.B. Paulson**

DECEMBER 7 • 7:30 p.m.  
CENTRAL LIBRARY

"A.B. Paulson is a writer of wit and exuberance. *Watchman Tell Us of the Night* (Viking-Penguin) is a surprising and strange exploration of the comic difficulties in relationships," said novelist Louise Erdrich.

DECEMBER 8 • 1 p.m.  
REED COLLEGE



**Valerie Miner**

FEBRUARY 15 • 7:30 p.m.  
CENTRAL LIBRARY

Valerie Miner is a highly praised, award-winning novelist, short story writer and critic. Her latest collection of stories is called *Trespassing* (The Crossing Press).

FEBRUARY 16 • NOON  
REED COLLEGE



**Anne Cameron**

MARCH 15 • 7:30 p.m.  
CENTRAL LIBRARY

Since her award-winning first novel, *Dreamspeaker*, was published in 1979, Canadian author Anne Cameron has produced a formidable collection of best-selling books.

These include a number of novels, two collections of poetry, and two collections of Northwest Coast Indian mythology, told from a feminist perspective, *Daughters of Copper Woman* and *Dzelarhons*, as well as six myths for children.

MARCH 16 • NOON  
REED COLLEGE



**Katherine Dunn**

APRIL 19 • 7:30 p.m.  
CENTRAL LIBRARY

Katherine Dunn has written three novels, *Attic*, *Truck*, and (scheduled for publication in the spring of 1989) *Geek Love* (Alfred J. Knopf). A Reed College alumna, Dunn is well known in the Portland area for her popular weekly column, "The Slice," in the newspaper *Willamette Week*.

APRIL 20 • NOON  
REED COLLEGE

## Friends of the Multnomah County Library



in association with the Reed College Visiting Writers Program

Reception with the authors following Library readings at The Catbird Seat Bookstore, S.W. Broadway & Taylor (book signing and refreshments). Library readings at Multnomah County Central Library, 801 S. W. Tenth; all Reed College readings in the Vollum College Center except for the November and December programs, which will be held in the Eliot Hall Chapel. ALL READINGS ARE FREE AND OPEN TO THE PUBLIC.



# Our Authors

## DENIS DONOGHUE

Central Library • October 9 • 3 p.m.  
Reed College • October 9 • 7:30 p.m.

Denis Donoghue is the Henry James Professor of Letters at New York University. He was, for many years, Professor of Modern English and American Literature at University College, Dublin, and was one-time Fellow at Kings College, Cambridge. His most recent books are *We Irish: Essays on Irish Literature and Society*, and *Reading America*, a collection of essays on American themes. He is the author of books on Swift, Yeats, modern verse drama (*The Third Voice*), American poetry from Whitman to Lowell (*Connoisseurs of Chaos*), and an account of modernist literature (*The Ordinary Universe*).

## VALERIE MINER

Central Library • February 15 • 7:30 p.m.  
Reed College • February 16 • Noon

Her novels include the popular *All Good Women*, about which writer Marge Piercy said, "...a fresh feminist look at the home front during World War II, the intertwined stories of four friends who share a house in San Francisco...It is also a touching and vivid portrayal of what the internment policy meant to one Japanese-American family and particularly to one bright, ambitious woman torn away from her life."

Miner has won the PEN Syndicated Fiction Award, an Australia Council Literary Arts Board Grant, and other writing prizes. She teaches fiction and media at the University of California, Berkeley and travels widely, giving readings and lectures.

## JOHN KEEBLE

Central Library • November 9 • 7:30 p.m.  
Reed College • November 10 • 1 p.m.

About *Yellowfish*, the first in a cycle of work that includes *Broken Ground*, the late Raymond Carver wrote, "A novel of grandeur and daring, a book of fierce pleasures...without qualification or hedging, a great work of imaginative literature..." Keeble is a graduate of the Iowa Writers Workshop and teaches at Eastern Washington University. He has received a Guggenheim Fellowship, fellowships from the Washington and Oregon Arts Commissions, an Oregon Institute of Literary Arts grant, and he has published short fiction and nonfiction in a number of publications. Keeble and his family operate a farm twenty miles northwest of Spokane. He will read from *Broken Ground*.

## ANNE CAMERON

Central Library • March 15 • 7:30 p.m.  
Reed College • March 16 • Noon

Cameron's highly acclaimed novel, *Stubby Amberchuk and the Holy Grail* (Harbour Publishing) is about mothers and daughters, about daughters without mothers, about growing up. It is also about baseball, high-stakes poker, and women's wrestling. But most of all, it's about magic, transforming a tiny lizard into a dragon, a little logging town into a mythical kingdom, and the everyday into the cosmic.

A new collection of Cameron's short stories is being published in the fall of 1988. She lives in Powell River, British Columbia, where, besides writing, she raises turkeys for fun and profit.

## A.B. PAULSON

Central Library • December 7 • 7:30 p.m.  
Reed College • December 8 • 1 p.m.

Described as sometimes laugh-out-loud funny, Paulson's novel explores the offbeat romance between a suburban housewife and an artist whose latest creation consists of cutting messages from the classified section of the *New York Times*. Paulson received bachelor's and master's degrees from the University of Chicago. At the State University of New York at Buffalo, where he received a Ph.D., Paulson studied under the writer John Barth. He has taught at Dartmouth and Hamilton colleges and now teaches literature and fiction writing at Portland State University. He is currently at work on what he calls an "academic novel" titled *The Man of Thought*.

## KATHERINE DUNN

Central Library • April 19 • 7:30 p.m.  
Reed College • April 20 • Noon

Dunn is a former screen writer for Warner Brothers/7 Arts in New York, winner of a Rockefeller Writing Fellowship, and winner of a Music Corporation of America writing grant. She is also known to radio listeners as the voice of Red Ryder, a Saturday morning program in which she read stories from Kafka to Raymond Chandler, Lewis Carroll to Ray Bradbury. Katherine Dunn currently reports on the sport of boxing for the Associated Press and writes a weekly column for the *Skanner*, a local community newspaper, entitled "Punch Lines." She is a regular contributor to *Ring* magazine and the *Ring Record Book*, as well as numerous other publications. She will read from her new novel, *Geek Love*.

### MEMBERSHIP REQUEST

Your membership and contribution are tax deductible.

Name: \_\_\_\_\_ Student.....\$5.00   
 Address: \_\_\_\_\_ Senior (over 65).....\$5.00   
 City: \_\_\_\_\_ Individual.....\$15.00   
 Zip: \_\_\_\_\_ Family.....\$25.00   
 \_\_\_\_\_ Sustaining.....\$50.00   
 \_\_\_\_\_ Patron.....\$100.00 and above   
 \_\_\_\_\_ Corporate.....\$100.00 and above

Please make checks payable to: FRIENDS OF THE  
MULTNOMAH COUNTY LIBRARY and mail to: P.O. Box 3261,  
Portland, OR 97208 with a self-addressed, stamped envelope.

Phone 777-0236

Your support helps pay for the Authors Series.

### Readings at Reed College.\*

- Denis Donoghue • October 9 • 7:30 p.m.
- John Keeble • November 10 • 1 p.m.
- A. B. Paulson • December 8 • 1 p.m.
- Valerie Miner • February 16 • Noon
- Anne Cameron • March 16 • Noon
- Katherine Dunn • April 20 • Noon

\*The readings at Reed College will be different from those at the Central Library. For further information call 777-7591.

The Authors Series of the Friends of the Multnomah County Library provides an opportunity for people in our community to listen to, and talk with, established authors. You are invited to join us both for the readings and the discussions at the Central Library and at Reed College, and for the informal receptions at the Catbird Seat Bookstore which follow the Library readings.

This series is made possible in part by grants from the Oregon Arts Commission, the Metropolitan Arts Commission, and contributions from the Catbird Seat Bookstore and Murty Printing. Hospitality provided by the Heathman Hotel. The series is presented in association with the Reed College Visiting Writers Program.



Authors Series  
Friends of the Multnomah County Library  
in association with the Reed College  
Visiting Writers Program  
P.O. Box 3261  
Portland, Oregon 97208

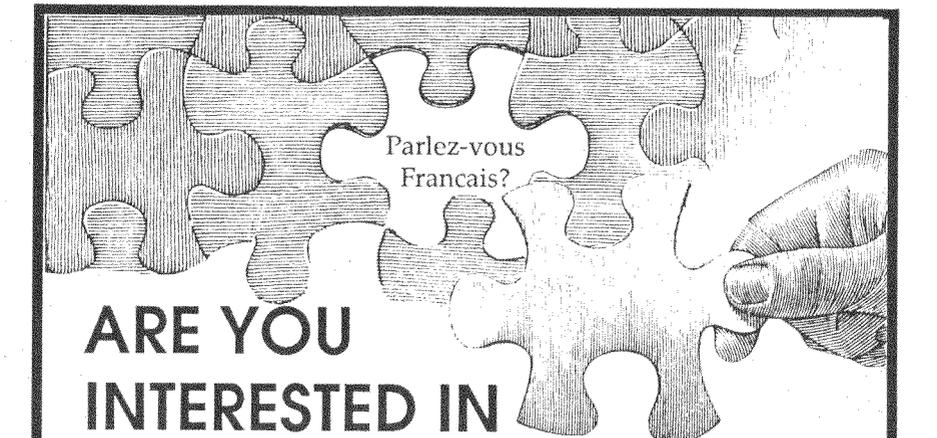
Non-Profit Org.  
U.S. Postage  
PAID  
Portland, OR  
Permit No. 1791

### Library Readings:

- Denis Donoghue • October 9 • 3:00 p.m.
- John Keeble • November 9 • 7:30 p.m.
- A. B. Paulson • December 7 • 7:30 p.m.
- Valerie Miner • February 15 • 7:30 p.m.
- Anne Cameron • March 15 • 7:30 p.m.
- Katherine Dunn • April 19 • 7:30 p.m.

ALL READINGS ARE FREE AND OPEN TO THE PUBLIC

Central Library  
801 S.W. Tenth  
(Schedule of Reed College readings on back panel)



Parlez-vous  
Francais?

# ARE YOU INTERESTED IN FOREIGN LANGUAGES?

Multnomah County Library has material for you!

## **BOOKS:**

- self-instruction manuals
- grammars
- readers
- dictionaries
- books written in many foreign languages.

## **CHILDREN'S**

### **BOOKS:**

easy-to-read in many languages  
(great for beginning readers)

## **RECORDS &**

### **CASSETTES:**

self-instruction audio cassettes and LPs  
readings in foreign languages (a few)

## **VIDEOCASSETTES:**

a few instructional tapes for major  
foreign languages

The Librarian at the  
Second Floor Information Desk  
can help you find these materials.

MULTNOMAH COUNTY  
**LIBRARY**

# THE REAL McCOY:

Black Inventors and Their Patents

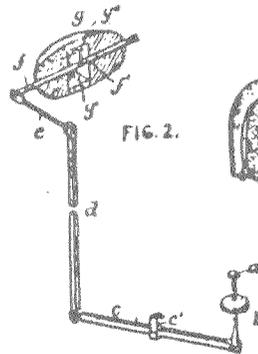
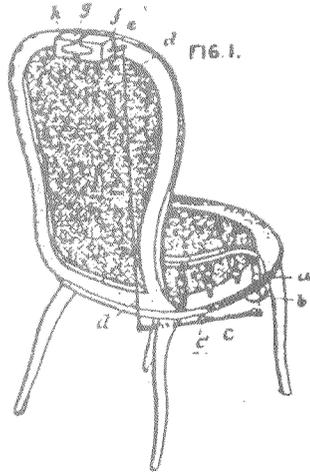
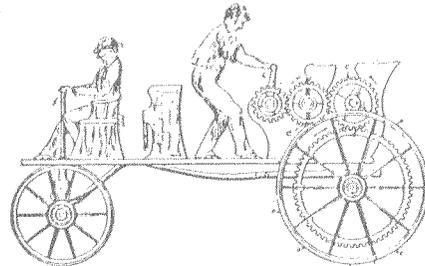
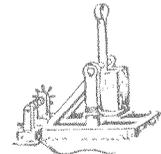
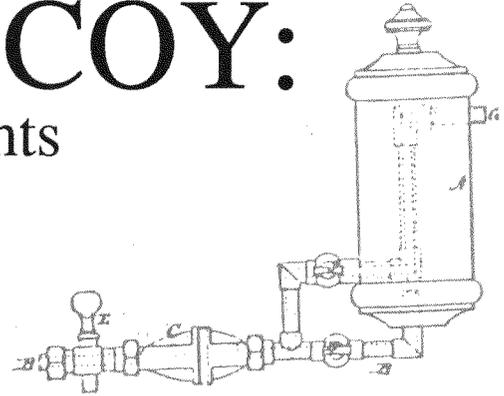
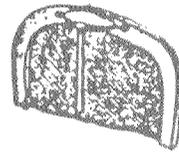


FIG. 3.



November 15-December 15, 1988  
Central Library  
Third Floor Gallery

MULTNOMAH COUNTY  
**LIBRARY**

j394.268 Fowler, Virginie  
F789c **Christmas Crafts & Customs Around the World.** 1984.  
Crafts, customs, and holiday treats.

j745 Cutler, Katherine N. & Kate Cutler Bogle  
C98cc **Crafts for Christmas.** 1974.  
Gifts, goodies, and decorations.

j745 Purdy, Susan  
P98cg **Christmas Gifts for You to Make.** 1976.  
Gifts include glove finger puppets, dough designs, and yarn crafts.

j745.5 Tichenor, Tom  
T555c **Christmas Tree Crafts.** 1975.  
How to make ornaments out of felt.

j745.594 Christmas. 1983.  
C555 A "make it yourself" book.

j745.594 Corwin, Judith Hoffman  
C832c **Christmas Fun.** 1982.  
From making an advent calendar to a felt Christmas sneaker.

j745.594 Weiss, Ellen  
W429t **Things to Make and Do for Christmas.** 1980.  
Decorations and goodies to make.

### Literature & History Department

2nd floor

394 Better Homes and Gardens  
B56 **Christmas Ideas** (various years)

394 Biddle, Dorothy  
B58 **Christmas Idea Book.** 1953.

394 Chrisman, Irma Brown  
C49c **Christmas Trees, Decorations, and Ornaments.** 1956.

394 Coffey, Ernestine Sabrina  
C67d **Designs For a Family Christmas.** 1964.

394 Fields, Nora  
F47n **New Ideas for Christmas Decorations with Greens, Pods, and Cones.** 1967.

394 Hendricks, Harryette S.  
H49h **How to Make Christmas Ornaments.** 1973.  
Ornaments from styrofoam balls are featured.

394 Simmons, Adelma Grenier  
S58m **A Merry Christmas Herbal.** 1968.  
For the herb enthusiast.

394 Waugh, Dorothy  
W345h **Handbook of Christmas Decoration.** 1958.

394.2682 Celebration of Christmas. 1980.  
C392

394.2682 A Family Christmas. 1984.  
F198 A Reader's Digest publication, includes several make-it-yourself projects.

394.2682 McInnes, Celia  
M152c **An English Christmas.** 1986.  
"The traditions, the observances, the festivities."

394.2682 The Time-Life Book of Christmas. 1987.  
T583 Includes gingerbread house instructions.

### Science & Business Department

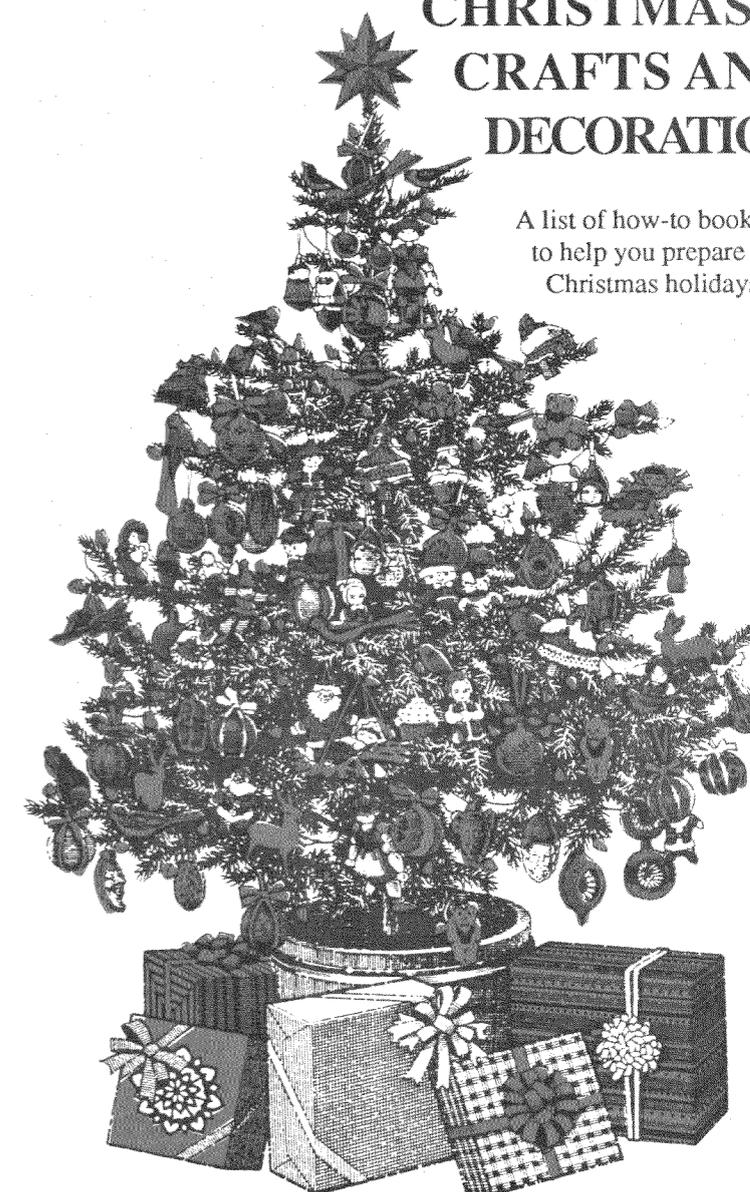
2nd floor

641.568 Good Housekeeping American Family Christmas. 1985.  
G646 "The best holiday recipes, decorations, and gifts to make..."

For Christmas cookbooks, look in the subject card catalog on the second floor lobby under CHRISTMAS COOKERY.

## CHRISTMAS CRAFTS AND DECORATIONS

A list of how-to books  
to help you prepare for the  
Christmas holidays.



The books are listed by Central Library Departments.  
If you cannot locate them on the shelves, please ask a librarian for assistance.

### Art & Music Department

3rd floor

- 736.982 Araki, Chiyo  
A659o **Origami for Christmas.** 1983.  
The popular Japanese art of paperfolding adapted for the holidays.
- 739.53 Sargent, Lucy  
S24t **Tincraft for Christmas.** 1969.  
Recycle your tin cans to make ornaments and gifts.
- 745.5 Bodger, Lorraine  
B666c **Christmas Doughcrafts.** 1986.  
Making edible and non-edible tree ornaments and decorations.
- 745.5 Bodger, Lorraine  
B666w **Woman's Day Dough Crafts.** 1983.  
Includes Christmas decoration section.
- 745.5 Christmas Decorations from Williamsburg's Folk Art  
C555 **Collection.** 1976.  
"Step-by-step illustrated instructions for Christmas ornaments."
- 745.5 Creative Ideas for Christmas. 1987.  
C912 Decorating and food for the holidays.
- 745.5 The McCall's Book of Christmas. 1975.  
M122
- 745.5 Perry, Margaret Curtiss  
P46c **Christmas Magic: The Art of Making Decorations and Ornaments.** 1964.  
Includes ideas originally created for the "Flower Grower, the Home Garden Magazine."
- 745.5 Perry, Margaret Curtiss  
P46ch **Christmas Card Magic.** 1967.  
The art of making decorations and ornaments with Christmas cards.
- 745.54 Kirby, Philippa  
K58c **Christmas Wrappings.** 1986.  
A small book, but full of ideas for perfectly wrapped gifts.

- 745.592 Pierce, Sharon  
P618mh **Making Holiday Folk Toys and Figures.** 1987.
- 745.5941 American Christmas Crafts and Foods. 1984.  
A512 A Better Homes & Gardens Book.
- 745.5941 Bruno, Barbara  
B898v **Victorian Christmas Crafts.** 1984.  
"A treasury of gifts, ornaments, and other holiday specialties."
- 745.5941 Christmas at Home, Crafts for the Holidays. 1985.  
C555 Ideas from McCall's Needlework & Crafts Magazine.
- 745.5941 Christmas is Coming! Various years.  
C556 "Holiday projects for children and parents."
- 745.5941 The Family Circle Christmas Treasury. 1986.  
F198 "Hundreds of holiday crafts, decorations, plus tempting foods."
- 745.5941 Kenny, Maxine  
K36f **Folk Art Christmas Ornaments, How to Make Them.** 1985.  
Includes recipes for edible tree ornaments.
- 745.5941 Linsley, Leslie  
L759L **Leslie Linsley's Christmas Ornaments and Stockings.** 1982.
- 745.5941 O'Neill, Jeanne Lamb  
O58m **The Make-It-Merry Christmas Book.** 1977.  
"How to make astonishingly beautiful decorations and gifts out of everyday household scraps and nature gatherings."
- 745.5941 Shoemaker, Kathryn E.  
S559c **Creative Christmas: Simple Crafts from Many Lands.** 1978.  
For the whole family, even for little children.
- 745.5941 Sterbenz, Carol Endler & Nancy Johnson  
S838d **The Decorated Tree.** 1982.  
Recreating traditional Christmas ornaments.
- 745.5941 Williams, Barbara  
W721c **Cookie Craft: No-Bake Designs for Edible Party Favors and Decorations.** 1977.  
Use store bought cookies for these creations.

- 745.92 Oliver, Libbey Hodges and others  
O48c **Colonial Williamsburg Decorates for Christmas.** 1981.  
Making wreaths and decorations out of fruits and greens.
- 746.4 Wilson, Erica  
W747e **Erica Wilson's Christmas World.** 1980.  
Includes Beatrix Potter animals as tree ornaments.
- 746.434 Great Christmas Crochet Book. 1981.  
G786a American School of Needlework presents the great Christmas crochet book.
- 746.44 All Through the House: Christmas in Cross-stitch. 1985.  
A416
- 746.44 Danish Handcraft Guild  
D186c **Counted Cross-stitch Designs for Christmas.** 1977.
- 746.44 Holidays in Cross-stitch. 1987.  
H732
- 746.44 Perrone, Lisbeth  
P459c **Country Christmas Cross-stitch.** 1985.  
Includes instructions for Christmas stockings and cards.
- 746.44 Perrone, Lisbeth  
P459wo **Woman's Day Christmas Cross-stitch.** 1983.  
Pictures, pillows, runners, etc.
- 746.46 Seward, Linda  
S514c **Christmas Patchwork Projects.** 1986.  
Tree ornaments, pillows, quilts.

### Children's Library

1st floor

- j394 Coskey, Evelyn  
C834c **Christmas Crafts for Everyone.** 1976.  
Tree ornaments, advent wreaths, a gingerbread house...
- j394 Pettit, Florence Harvey  
P511c **Christmas All Around the House.** 1976.  
"Traditional decorations you can make."

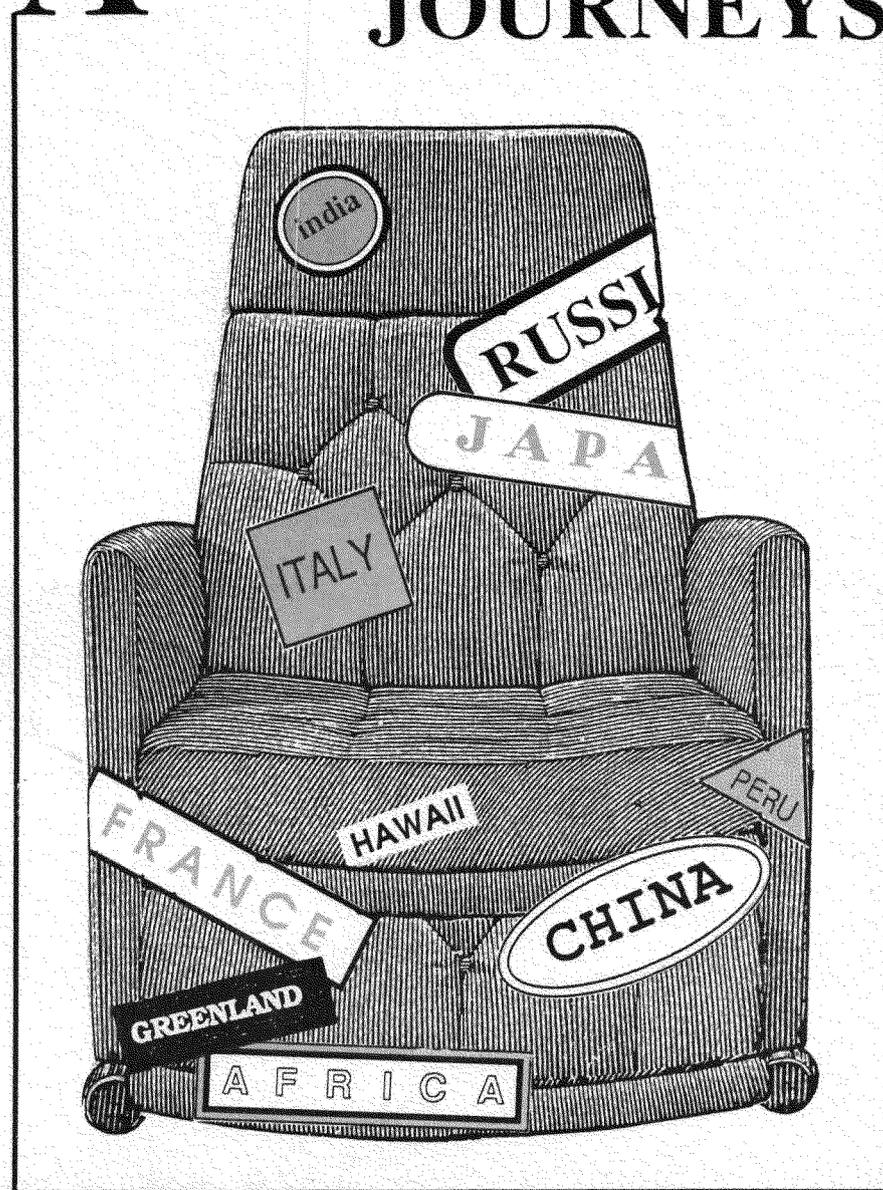
This booklist is a sampling of the Multnomah County Library's collection of travel memoirs and travel literature. These books can be used by both sedentary adventurers and by people wanting background reading for an actual trip. For further reading in this area, ask a librarian.

- 828 Beckwith, Lillian  
B385s **The Sea For Breakfast**  
An English schoolteacher recounts her experiences on a remote farm in the Hebrides.
- 919.69 Bishop, Isabella Lucy (Bird)  
B622h **The Hawaiian Archipelago**  
1974 Famed traveler recounts her 1873 sojourn in Hawaii.
- 914.41 Clark, Eleanor  
C59o **The Oysters of Locmariaquer**  
The life and work of Oystermen in Brittany.
- 820.9 Drabble, Margaret  
D756w **Writers' Britain: Landscape in Literature**  
50 British writers' views of their land.
- 914.538 Edwards, Amelia  
E26u **Untrodden Peaks and Unfrequented Valleys**  
Famed Victorian traveller rambles through Italy's Dolomites.
- 914.04 Fermor, Patrick  
F361t **A Time of Gifts**  
Classic travel account of a 1200 mile walk from Holland to Hungary.
- 914.491 Fisher, M. F. K.  
F53m **Map of Another Town: a memoir of Provence**  
The story of the author's time in Aix-en-Provence.
- B Frank, Katherine  
Ki615f **A Voyager Out: the life of Mary Kingsley**  
Beautifully written biography of this Victorian explorer of Africa.
- 915.604 Glazebrook, Philip  
G553j **Journey to Kars**  
Author journeys through the Ottoman Empire.
- 914.551 Holler, Anne  
H737f **Florencewalks**  
One of a series that explores some of the world's great cities.

- 919.82 Kpomassie, Tete-Michel  
K88a **An African in Greenland**  
A man from Togoland works his way to Greenland and lives with the Eskimos.
- 972.805 Marnham, Patrick  
M353s **So Far From God**  
A shrewd view of the political culture of Central America.
- 914.95 Miller, Henry  
M64 **The Colossus of Maroussi**  
Author captures feeling of Greece and its history.
- 915.491 Moorhouse, Geoffrey  
M825t **To the Frontier**  
Award-winning account of a 3-month journey that penetrated the Kyber Pass.
- 952.04 Morley, John David  
M864p **Pictures From the Water Trade**  
A westerner takes readers to the heart of Japan.
- 910.4 Morresby, Edwin  
M877u **Unpackaged Tours: world travels off the beaten track**  
Australian journalist/filmmaker goes to Albania, the Faroe Islands, Namibia and beyond.
- 910.4 Morris, Jan  
M8762j **Journeys**  
Collected travel essays by the woman some consider to be the greatest travel writer of our time.
- 914.5 Morton, H. V.  
M88t **A Traveller in Italy**  
A thorough narrative of this renowned traveler's time in Italy.
- 915.4913 Murphy, Dervla  
M978w **Where the Indus is Young**  
Irish adventurer and her six-year-old daughter walk and ride through Tibet in mid-winter.
- 910.4 Newby, Eric  
N53t **A Traveller's Life**  
Lively autobiography of British adventurer and travel chronicler.

- 917.3  
N654t Nicolson, Nigel and Adam  
**Two Roads to Dodge City**  
English father and son traverse the U.S.
- 915.983  
O36i O'Hanlon, Redmond  
**Into the Heart of Borneo**  
Narration of a journey by foot and boat to the interior of Borneo.
- 918.5  
R544r Ridgway, John  
**Road to Osambre: a daring adventure in the high country of Peru**  
A holiday becomes a dangerous journey.
- 916.75  
S559i Shoumatoff, Alex  
**In Southern Light: trekking through Zaire and the Amazon**  
Compelling portrait of so-called primitive societies in the tropical rain forests.
- 945.8  
S589o Simeti, Mary Taylor  
**On Persephone's Island: a Sicilian journal**  
A rare private view of the life and customs of the Sicilian people.
- 915.34  
S78 Stark, Freya  
**The Southern Gates of Arabia**  
Originally published in 1936--a woman's adventures along the old incense road.
- 917  
T246n Taylor, Shell  
**New York to Nome: the Northwest Passage by canoe**  
Story of a 1930's journey.
- 915.1204  
T412s Theroux, Paul  
**Sailing Through China**  
A riverboat journey down the Yangtze.
- 914.704  
T532w Thubron, Colin  
**Where Nights are Longest: travels by car through Western Russia.**  
An Englishman's 10,000 mile odyssey from the Baltic republics to Armenia.
- 910.4  
T767  
1987 **The Traveler's Reading Guide: Ready-made reading lists for the armchair traveler.**  
Recommended background reading, guides, history and novels.

# ARMCHAIR JOURNEYS



# Central Library

## NOVEMBER/DECEMBER EVENTS continued

For kids: cont.

**December 20, 2:00 p.m.** MUSIC MOVIES.

"Foolish Frog," "Gerald McBoing Boing,"

"Kuumba Simon's New Sound."

**December 21, 2:00 p.m.** EYORE AND POOH.

FILM. "Winnie The Pooh And A Day For Eeyore."

**December 22, 2:00 p.m.** GEORGE GOES TO

TOWN. FILMS. "Curious George Goes To The

Hospital," "Curious George Goes To The Super-

market," "Curious George Rides A Bike."

**December 23, 2:00 p.m.** DEPAOLA AND

MAYER STORIES. FILMS. "Charlie Needs A  
Cloak," "Strega Nona," "Frog Goes To Dinner."

**December 26, 2:00 p.m.** WALT DISNEY

SHORTS. "Fire Chief," "Donald's Nephews,"

"Sorcerer's Apprentice."

**December 27, 2:00 p.m.** POOH BEAR. FILM.

"Winnie The Pooh And The Blustery Day."

**December 28, 2:00 and 6:30 p.m.** WALT

DISNEY PRESENTS: "BEDKNOBS AND BROOM-  
STICKS."

**December 29, 2:00 p.m.** CAT IN THE BATH.

FILMS. "Let's Give Kitty A Bath," "Ordinary

Bath," "John Brown Rose And The Midnight

Cat."

**December 30, 2:00 p.m.** TEDDY BEAR AND

FRIENDS. FILMS. "Ira Sleeps Over," "Special

Trade."

**December 31, 2:00 p.m.** MORE WALT DISNEY

SHORTS. "Up A Tree," "Lonesome Ghosts," "Thru  
A Mirror."

Preschool Storytimes:

Storytime ends for the season Nov. 15.

Tuesdays, 10:30 a.m. Ages 3-6.

For adults:

**November 1, 12 noon** BROWN BAG LUNCH  
AND LEARN. "Dealing with Change" presented  
by a P.C.C. staff member.

**Finding Your Ideal Job.** Three-week series to  
help your search for the "perfect" job. 12 noon,

Wednesdays.

**November 2.** WORK WITH PASSION: "HOW TO  
DO WHAT YOU LOVE FOR A LIVING." Presented  
by Marti Chaney, employment consultant.

**November 9.** "THE NOT-SO-HIDDEN JOB  
MARKET." Presented by Sue Stegmiller, of the  
Job Opportunity Bank.

**November 16.** "INTERVIEWING TECHNIQUES"  
by Sue Stegmiller.

# Centra Library

## NOVEMBER/DECEMBER EVENTS

801 S.W. 10th  
Portland, 97205  
223-7201

Monday-Thursday 10-9  
Friday and Saturday 10-5:30  
Sunday 1-5

### For kids:

**November 5, 2:00 p.m.** SCARY STORIES TO TELL IN THE DARK. Games, stories and scary film "Teeny Tiny and the Witch Woman," "Feel the Corpse." Registration required.

**November 12, 2:00 p.m.** ALL OUR NOSES ARE HERE! Puppet show, stories and craft about noses.

**November 14, 2:00 p.m.** WISH UPON A BOOK. CHILDREN'S CLASSICS. FILMS. "Corduroy," "Ferdinand The Bull," "Harold's Fairy Tale."

**November 15, 2:00 p.m.** WISH UPON A BOOK...TALES BY STEIG AND KELLOGG. FILMS. "The Amazing Bone," "Dr. DeSoto," "The Mysterious Tadpole."

**November 17, 2:00 p.m.** WISH UPON A BOOK...KIPLING'S MONGOOSE. FILMS. "Rikki Tikki Tavi."

**November 18, 2:00 p.m.** WISH UPON A BOOK...FUN WITH DR. SEUSS. "Dr. Seuss On The Loose."

**November 19, 2:00 p.m.** WISH UPON A BOOK...POOH'S ADVENTURES. FILMS. "Winnie The Pooh And Tigger Too," "Winnie The Pooh Discovers The Seasons."

**November 26, 2:00 p.m.** AFTER THANKSGIVING TREAT. FILMS. "The Little Prince."

**December 3, 2:00 p.m.** HOLIDAYS AROUND THE WORLD. Pinata, stories and craft.

**December 10, 2:00 p.m.** FESTIVALS OF LIGHT from Las Posadas in Mexico to Chanukah, Christmas and the welcoming of the New Year in Japan. A selection of sensitive stories and songs of the season by The Abalone Kidz.

**December 17, 2:00 p.m.** HOLIDAYTOON. "Cricket In Times Square."

**December 19, 2:00 and 7:00 p.m.** WALT DISNEY PRESENTS: "MICKEY'S CHRISTMAS CAROL."

# PATENT AND TRADEMARK SEARCHING

---

## MULTNOMAH COUNTY LIBRARY

Patent searching is difficult, and it requires a great deal of time. The Multnomah County Library is not a Patent Depository Library, but it is possible to get a great deal of information about U.S. patents, and also to begin a preliminary search using the materials we do have. However, consulting with a registered patent agent or patent attorney at some point in the patenting process is recommended. A list of registered patent attorneys is available in the Government Documents Room. There are also a number of books and pamphlets in the Government Documents Room which will assist you in doing a patent search. Ask for these at the reference desk.

### HOW TO SEARCH FOR PATENTS

#### 1. IF YOU HAVE A PATENT NUMBER...

you can go directly to the **Official Gazette** of the U.S. Patent and Trademark Office, which contains a brief abstract and a drawing for the issued patent (when available). Multnomah County Library has the **Official Gazette** from 1872 to present. The **Official Gazette** also lists the class and subclass number, which allows you to search patents by subject (described in detail in steps IV below). Also listed in the **Official Gazette** are the inventor's name and address, assignee (entity which has the right to use the patent), the number of claims against the patent, and an abstract and diagram (when available) of the patent. Note: A legal patent search can never be based on just what is published in the **Official Gazette**. The complete patent files must be examined. The Oregon State Library in Salem (Summer and Court Streets) is Oregon's only full U.S. Patent Depository Library. The Oregon State Library maintains a file of complete patents from 1940 to date. For further information, or an appointment for assistance in manual and computer searching, call 1-378-4239.

#### 2. IF YOU KNOW THE INVENTOR'S NAME...

or the name of an assignee, and the patent number is unknown, you might consult the annual **Index to Patents: List of Patentees**, starting with the volume of the first year you think the invention might have been patented. For patents more recent than the latest annual index, check the weekly list of patentees in the **Official Gazette**. These sources are alphabetical lists of patentees and assignees and will give you the patent numbers assigned to the individual inventors or assignees.

#### 3. IF YOU WANT TO SEARCH A PATENT BY ITS SUBJECT...

(which is the most difficult and time consuming method) you may find it helpful to follow these steps.

I. Use the **Index to Classification**, an alphabetical list of subjects, to find the term that seems to best describe the invention or process. If you don't find that term, try a synonym or a broader term.

When you have determined possible class subclass numbers, you can go to the second step.

II. The **Manual of Classification** is a numerical list of classes (top of each page) and subclasses (two columns down each page), which is more detailed than the **Index to Classification**. The subclasses are listed in outline form, with the mainline subclass in bold print, and each major subclass indicated by dots to show hierarchy level. Read the entries beginning with the mainline subclass(es) you have selected to determine whether you have found the correct category for the invention. The outline includes unofficial subclasses A to Z and digests (patents for which no individual subclasses exist). The Manual also contains short sections of classes by "art unit" and "art unit" personnel directory, classes in ABC order, plant patent classes, and classes grouped by relationship of their subject matter. The Manual also contains the only detailed information for design patents.

Once the class and subclass have been determined, you can go to the third step.

## HOW TO SEARCH FOR PATENTS (CONTINUED)

III. **U.S. Patent Classification Definitions** (contained on microfiche only) will help make the final decision as to which class and subclass number to search. The definitions provide a more detailed description of classes and subclasses. They also suggest other classes or subclasses to search for similar information you are seeking. No definitions exist for plant or design patents, unofficial A to Z subclasses, or class digests. The **Manual of Classification** (see II above) has information at the back about design patents.

When you have narrowed your search to a class and subclass, you are ready to get a list of the patents in that class and subclass from the...

IV. **U.S. Patent Classification Subclass List** on microfilm (class is listed at top of microfilm reel, subclasses are listed throughout the body) includes patent class digests for each class but does not identify unofficial A to Z subclasses cited in the **Manual of Classification**. Instructions are at the head of reel #1. You may also want to request a computer printout of the same information, although the library does not always have an online patent searcher available and it is possible that you may need to pay for the cost of the search plus a search fee and surcharge. However, the online search should be more up to date than the information contained on the microfilm.

After you have a copy of the patents listed in the selected class/subclass(es) check the...

V. **Official Gazette** for the patents by patent number. If any abstracts in the **Official Gazette** indicate that you have probably selected the correct class and subclass, you will then want to inspect those full patents for more information.

## TO OBTAIN A COPY OF A U.S. PATENT

The Oregon State Library, Oregon's only U.S. Patent Depository Library, has copies of the full patents back to a certain date. Copies of these (a certain number are provided free) can be obtained by the Oregon State Library. You may wish to contact them at 378 4239 or 378 4276.

## TRADEMARKS

If you wish to do a trademark search, you will find many common trade names in **Trade Names Dictionary** (kept in Science and Business department). There are numerous other business directories which list common trade names. For more comprehensive listings, **Trademark Register of the U.S.** is available for word or name trademark searching. Pictorial or graphic elements of trademarks must be researched at the Patent and Trademark Office in Washington, D.C.

Multnomah County Library also offers TRADEMARKSCAN online searches, for the cost of the search plus a search fee of \$5 and a 10 per cent surcharge. This database covers federal and state registered trademarks (over 1,000,000). Inquire at Science and Business department about having TRADEMARKSCAN searched (typically, the results of a TRADEMARKSCAN search are available by the next weekday).

prepared by the Science and Business Department 10/88

MULTNOMAH COUNTY  
**LIBRARY**

# KENYA!!

Events to commemorate Kenya's  
25th Anniversary of Independence  
from Great Britain, Dec. 12, 1963

**"Scenes from Kenya" slide show**

Tuesday, November 15, 7:30 p.m.

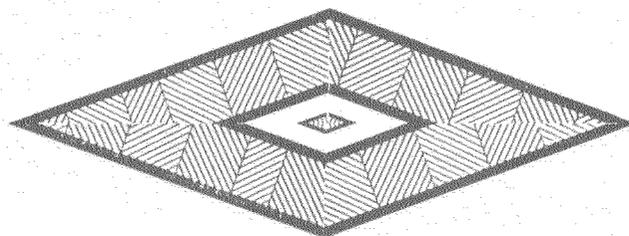
**Photo Exhibit**

November 15-December 17

**Kenya Fabrics & Artifacts on Display**

November 15-December 17

1988



North Portland Library  
Black Resource Center  
512 N Killingsworth St.  
221-7702 or 221-7741

MULTNOMAH COUNTY  
**LIBRARY**

DATE SUBMITTED 10/27/88

(For Clerk's Use)  
Meeting Date 11/1/88 pm  
Agenda No. #2

REQUEST FOR PLACEMENT ON THE AGENDA

Subject: Monthly Library Update

Informal Only\* 11/1/88  
(Date)

Formal Only \_\_\_\_\_  
(Date)

DEPARTMENT BCC County Chair's Office DIVISION \_\_\_\_\_

CONTACT Mike Dolan TELEPHONE 248-3308

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

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

Monthly Library Update

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

ACTION REQUESTED:

INFORMATION ONLY     PRELIMINARY APPROVAL     POLICY DIRECTION     APPROVAL

INDICATE THE ESTIMATED TIME NEEDED ON AGENDA \_\_\_\_\_

IMPACT:

PERSONNEL  
 FISCAL/BUDGETARY  
     General Fund  
 Other \_\_\_\_\_

BOARD OF COUNTY COMMISSIONERS  
MULTNOMAH COUNTY  
OREGON  
1988 OCT 27 AM 11:51

SIGNATURES:

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

BUDGET / PERSONNEL \_\_\_\_\_

COUNTY COUNSEL (Ordinances, Resolutions, Agreements, Contracts) \_\_\_\_\_

OTHER \_\_\_\_\_  
(Purchasing, Facilities Management, etc.)

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

MULTNOMAH COUNTY  
**LIBRARY**

Administrative Offices (503) 221-7724 • 205 N.E. Russell St. • Portland, Oregon 97212-3708

Sarah Ann Long, Library Director

Library Director's Office  
221-7731

MEMORANDUM

TO: Multnomah County Commissioners  
FROM: Sarah Long *SA*  
RE: Library Activities  
DATE: November 1, 1988

GRESHAM/EAST COUNTY LIBRARY

Work continues on the Gresham library project. November 2 is the deadline for architects to submit their credentials to be considered for the project. We hope to be interviewing by mid-November and to present an architect to the library board by December 20. We are also planning to have a citizen's advisory committee to assist us in this important project.

METROPOLITAN INTERLIBRARY EXCHANGE (MIX)

Our reciprocal borrowing arrangements have a new name "MIX". Last month I reported that we were planning a big publicity push but noted that I did not think Ft. Vancouver Regional Library would be participating. Happily they have agreed to participate. Last week we arranged for some early publicity and I hope that this program will keep us all very busy.

OLD TOWN READING ROOM

Last June we opened a reading room in the Estate Hotel, funded by a Library Services and Construction Act grant from the Oregon State Library. At first the use of the reading room (staffed completely by volunteers) was rather sparse. But recently use has grown. Unfortunately the funding from the project ends in December. With the increase in use, we were anxious to continue the project for a complete year to give it a full trial. The problem was we didn't have money in our budget for the project. From heaven an angel (an anonymous donor) appeared with a check for \$6,000. Since we needed \$9,000 for the period between December and July we have submitted an emergency grant to the

November Library Report  
November 1, 1988  
Page 2

Junior League for the other \$3,000. I am hopeful that they will be forthcoming and that the Old Town Reading Room will be able to run a full year so that we can have good data from which to evaluate its continuation.

SAL:rg  
novmorpt

MULTNOMAH COUNTY  
**LIBRARY**

Administrative Offices (503) 221-7724 • 205 N.E. Russell St. • Portland, Oregon 97212-3708

Sarah Ann Long, Library Director

ATTACHMENT F

Library Director's office  
Library Administration Building  
221-7731

MEMORANDUM

TO: Board of Directors Library Association of Portland  
FROM: Sarah Long  
RE: LONG-RANGE PLAN UPDATE  
DATE: October 14, 1988

BACKGROUND

In November 1985, the Board of Directors of the Library Association of Portland appointed a 14 member Long-Range Planning Committee representing the Friends of the Library, citizens at large, the library staff, county commissioners and the library board itself. One year later in 1986 the Long-Range Planning Committee presented the results of their work to the library board entitled, "We're Starting A New Chapter." The plan was subsequently adopted by the Library Board and presented to the Multnomah County Commissioners.

The plan was organized to span the 15 years between 1986 and 2001. It was further broken down into five year segments with the first five years spelled out and the last two five-year segments only sketched in.

Since we are now in fiscal year 1988/89, we are in the middle of the first five-year segment (1986-1991). At the same time the Library continues to be heavily dependent on serial levy funding. Since serial levies are only available for a three year period, this makes a three year planning cycle more practical than a five year period. We are now nearing the mid-point of the current serial levy. For all of these reasons it is appropriate that we examine our progress toward accomplishing these long range planning goals.

### Analysis of Progress

Goal One was concerned with the library's collection of materials. The key recommendations in goal one were to increase the percentage of funds spent on the purchase of materials, to revamp selection and acquisition policies and procedures, to assess the existing collections and design procedures for collection maintenance, to assess rare and special collections, to use output measures as a measure of the usefulness of collections and to improve the display of materials at all library locations.

With the exception of the recommendation to assess rare and special collections, all of these recommendations have been implemented in some form. We have fallen behind in increasing the percentage of funds spent on the purchase materials, but the selection and acquisitions policies and procedures and the assessment of existing collections have been completely reorganized. Output measures have also become a regular feature of library service. The display project is now being tested, and if the model is successful it will be implemented system wide in the next fiscal year.

Goal Two was concerned with the services that the Library offers to the community. The key recommendations were implementing an annual series of events for adults and children, a targeting of special groups for new services and an evaluation of reference services.

Considerable work has been expended in all of these areas. The programs for adult and children are now regular features of the library's offerings and are well attended by residents of Multnomah County. The targeting recommendation has also been implemented and has been well received with the establishment of the Government Procurement Center, the Construction Library, the Pacific Rim Library, as well as the Black Resources Center, library service to retirement homes, etc. Reference services have been studied and changed, resulting in a dramatic increase in staffing for the telephone reference line (renamed Reference Line). We are still working toward implementing a coordinated system wide plan of reference services.

Goal Three was concerned with the use of technology to improve access to library material. The key recommendations was to implement an automation program which included conversions of all card catalog information to a machine readable format and to improve access to the information. With the signing of a contract with Dynix Corporation, this goal is being implemented in a very timely fashion.

Goal Four was concerned with improvement of library facilities. The key recommendations targeted super branches in Gresham and Midland. The remaining branches were to be made more accessible and refurbished. Mini branches were recommended for area shopping malls; the Bookmobile and van service were slated for study and refocusing. The Library Administration support services was targeted for moving to the Administration Building, and the Central Library was slated for a restoration plan.

The Gresham library project seems to be moving in the right direction. The Midland project is not scheduled at this time. All branches have become handicapped-accessible and have benefited from painting, carpeting, refurbishment, new air conditioning, etc. Mini branches were cut when funds envisioned in the long range plan were not forthcoming. Bookmobile and van service has been dramatically refocused. The library's administration has moved to the Administration Building, and a Technical Services move is scheduled following the automation program. The Central Library refurbishment has begun, but it is not proceeding as envisioned in the Long-Range Plan.

Goal Five is concerned with the library's visibility. Key recommendations included implementing the Whitman Report, signage programs (internal and external), a new phone system and establishing a Speakers Bureau.

Most of the recommendations in the Whitman Report have been implemented. Signage, both interior and exterior, is well on its way to being accomplished, and a new phone system has been installed with telephone listings in the yellow and white pages, upgraded almost every year. A Speakers Bureau is alive and well and promoting the library on a monthly basis.

Goal Six was concerned with improving management of the library system. Key recommendations included implementing a comprehensive training program, re-evaluation of staffing levels and assignments and implementing a management information system.

All of these recommendations have been implemented, but improvements can still be made, especially in the area of the management information system.

Goal Seven was concerned with reaching out into the community. Key recommendations included closer relationship with the Friends of the Library, a expansion of the volunteer program, the creation of a community information data base and closer cooperation with schools.

Long Range Plan Update  
ATTACHMENT F  
Page 4  
October 19, 1988

The Volunteer Coordinator works closely with the Friends of the Library, and Friends support for library projects has grown in recent years. The volunteer program has increased dramatically during this period. The Community Resource Data Base is being built. It has developed into a more complex and expensive project than first envisioned but promises to be an invaluable future resource. School/public library cooperation is happening but needs to be nourished and encouraged.

Goal Eight was concerned with planning and included key recommendations for annual goals and objectives and annual output measures surveys. Both of these recommendations are implemented on an annual basis.

In summarizing the accomplishment and non accomplishments for the period, the expensive items are the projects that seem to have fallen by the wayside. Figure one gives details of a number of these, the most serious being the falling behind in funding the book budget increases. I also regret our inability to have implemented the Central and Midland projects.

On the positive side I would say that the highlight achievements are the Automation Project, the Gresham Project, the improvements to public relations, the improvements to annual planning including the output measures and goals and objectives. I feel that the programming for adults and children supported the library's success as measured by increases in media attention and increases in circulation. Without these activities our cultural and educational program would be non existent and we would not have very much to publicize. In this same vein I feel that the revamping of the selection policies and the care of the collection has contributed to the Library's success.

The last portion of the Long-Range Plan is concerned with finances. In brief, the finance plan called for the establishment of a Tri-County Library District. Although this was attempted became apparent that its accomplishment was unlikely in the near future. A special district confined to Multnomah County was also attempted but was blocked by the Portland City Council.

In conclusion I would say that the Library has done very well in achieving most of the key recommendations of a five year plan in three years. I would recommend that a new Long-Range Plan detail for the three years of the next serial levy (1990 through 1993) be drawn up so that there is a sufficient program to use as a basis for selling the levy to the public.

MULTNOMAH COUNTY LIBRARY FIGURE I  
 LONG RANGE PLAN PROJECTS NOT COMPLETED/BUDGETED DURING SERIAL  
 LEVY - 1987/88  
 October 19, 1988

Mini branch \$108,000

	1988/89	1989/90
Central	\$ 719,300	\$ 9,700
Handicapped	30,000	30,000
Mini branch	190,000	50,000
Energy	20,000	20,000
Refurbish	24,000	24,000
Midland	158,700	30,000

Book Budget

	1987/88	1988/89	1989/90
LRP	\$1,406,000	\$1,736,600	\$2,239,016
Budgeted	\$1,406,000	\$1,406,000	
+ or -		- 330,600	

REQUEST FOR PLACEMENT ON THE AGENDA

Subject: Portland Development Commission OCT 24 1988

Informal Only\* November 1, 1988 p.m. Formal Only \_\_\_\_\_  
(Date) (Date)

DEPARTMENT DGS DIVISION Director's Office

CONTACT Linda Alexander TELEPHONE 248-3303

\*NAME(s) OF PERSON MAKING PRESENTATION TO BOARD Linda Alexander

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

Policy direction from the Board of Commissioners regarding assisting the Portland Development Commission to identify, analyze and assess the value of abandoned housing/neighborhoods.

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

ACTION REQUESTED:

- INFORMATION ONLY
- PRELIMINARY APPROVAL
- POLICY DIRECTION
- APPROVAL

INDICATE THE ESTIMATED TIME NEEDED ON AGENDA 30-45 minutes

IMPACT:

PERSONNEL

- FISCAL/BUDGETARY
- General Fund

Other \_\_\_\_\_

SIGNATURES:

DEPARTMENT HEAD, ELECTED OFFICIAL, or COUNTY COMMISSIONER: *Linda Alexander*

BUDGET / PERSONNEL \_\_\_\_\_

COUNTY COUNSEL (Ordinances, Resolutions, Agreements, Contracts) \_\_\_\_\_

OTHER \_\_\_\_\_  
(Purchasing, Facilities Management, etc.)

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

BOARD OF  
 COUNTY COMMISSIONERS  
 MULTNOMAH COUNTY  
 OREGON  
 1988 OCT 25 PM 4:05

**Multnomah County Department of General Services  
Assessment & Taxation Division**

**Recommendation on Vacant and Abandoned Building Task Force Request**

Background:

The City of Portland has requested the assistance of Assessment & Taxation to review the assessed value of the homes in the designated area of the North/Northeast Portland neighborhoods of King, Vernon, Sabin, Concordia, Woodlawn, Piedmont, Humboldt, Boise and Elliot. These neighborhoods are within the Assessment & Taxation Appraisal Districts Six and One. The City's concern is that the assessed values of this area may not reflect present true cash value for some of the property and that it is having a negative impact on the ability to both maintain the stability and revitalize the neighborhoods.

Assessment & Taxation physically appraises one appraisal district each year and updates values of properties in the other five districts by a computerized trending methodology. This methodology statistically analyzes the sales of property in each district for the relevant year and adjusts the assessed value accordingly.

In the appraisal year 1988-1989, the sales data for Districts Six and One indicated a strong need to adjust the values in relation to the sales but the statistical data indicated too great a range of variances to allow a selection of a trending rate with any degree of confidence. This type of data is often an indication that several different "markets" exist within the overall district. This profile is typical where there are areas of increasing values which may be under-assessed and areas of decreasing values which may be over-assessed within the same appraisal district. These two districts, therefore, were not trended in 1988.

As Assessment & Taxation physically appraises each district in the 6 year cycle, new neighborhood boundaries are established which improve our ability to use computer assisted trending. This process conforms to Department of Revenue methodology and was used for the first time in appraising Districts Three and Four. The appraisal neighborhood designation for Districts Five, Six, One and Two have not been made. The City of Portland area in question lies within two Appraisal Districts, Six and One. Appraisal maps and city neighborhood maps do not match. Even when appraisal neighborhoods are designated by A & T there is no assurance that the neighborhoods will coincide.

Neither of the appraisal districts involved in the City of Portland's concerns are scheduled to be physically appraised in the next year. District Six is scheduled for 1991 and District One is scheduled for 1992.

Recommendation on Property Appraisal Request from City of Portland

Step 1: A & T to divert 2-3 experienced staff appraisers for 3 months to immediately define appraisal neighborhood boundaries in the affected areas.

Step 2: A & T will then use sales data which is organized by the neighborhoods established in Step 1 to computer trend the property values in the affected areas.

Other Action:

A & T will backfill appraiser staff from qualified lists or retirees so that the work of the appraisal cycle can continue uninterrupted.

The Cost:

- Backfill of 3 appraisers for 3 months with fringe -- \$24,640.
- Computer programming costs -- deferring other projects.
- Key punch at OA 2 rate for 1 month -- \$1,650.
- Total anticipated extra cost -- \$26,290.

Recommendation on Appeals Process

Step 1: A & T staff will work with the Department of Revenue and Board of Equalization to review materials and issues related to making the appeals process more "user friendly."

Step 2: A & T staff will work with the Department of Revenue and Board of Equalization to consider the possibility of one receipt point for appeals of property value year-round.

Comments:

- Computer trending may not solve the problem - we won't know until we do it. A 70% correction rate will be acceptable.
- We can reasonably expect the variances to continue. If we don't do the work to establish neighborhood boundaries now, there is a possibility that District Six and One will not be trended until 1992.
- In the event that trending doesn't work, physical appraisal may be necessary to cure the problem. We will report back to the Board.
- This work will have to be done anyway when we begin the physical appraisal cycle.
- Changing the appeal process may have negative ramifications which argue against year-round receipt of appeals.

Prepared 10/27/88  
Linda D. Alexander

3814F

From PDC

October 27, 1988

VACANT & ABANDONED BUILDING TASK FORCE: BACKGROUND & RECOMMENDATIONS ON  
PROPERTY REEVALUATION

INTRODUCTION:

The Mayor's Homestead Task Force was appointed in December, 1987 to investigate the vacant and abandoned housing problem in the City of Portland. Their specific assignment included to assess the extent and distribution of the problem, consider solutions and recommend measures to solve the problem.

A report of the task force was issued April 6, 1988. Report recommendations are included as attachment A to this report. The basic findings were that the problem of vacant property was significant and while disbursed throughout the community, was most significantly concentrated in close-in areas of North, Northeast Portland. Included in recommendations was the combining of the Mayor's Task Force with a Vacant and Abandoned Building Committee which had been formed by Commissioner Bogle with a similar charge.

A progress report of the combined Vacant and Abandoned Buildings Task Force was issued September 1, 1988. Its executive summary is attached as exhibit B. That report contained refined information on numbers and locations of abandoned properties, recommended policy for City Council action, discussions of specific programs to the problem and preliminary recommendations concerning targeting of program efforts. It also included work plans necessary to complete the assignment of the committee.

A number of activities were suggested, the comprehensive application of which will combat the problems of vacant property. Included in those activities are recommendations with regard to property tax assessment reevaluation. Specifically, it was suggested that a request be made of the County to reassess parts of North and Northeast Portland and that the appeal process for property reevaluation be extended throughout the year. The following findings, outcomes and recommendations relate to these suggestions:

Findings:

1. There were over 2300 vacant houses in the City of Portland. The highest concentrations are found in nine inner-North and Northeast neighborhoods. (See maps attached as Exhibit C)
  - 5.5% of single family homes are vacant in the King, Boise, Elliott, Humboldt, Sabin Piedmont, Woodlawn, Concordia and Vernon Neighborhoods.
  - 44% of all of the City's vacant single family houses are found in the same nine neighborhoods.

2. Assessed values in the same nine neighborhoods significantly overstate the values represented by recent real estate transactions.

- It is not unusual for recent market sales to have occurred at 50% or less of the current assessed value on single family residences in this area.
- This phenomena is vastly different than other parts of assessment district 1 of which these neighborhoods are a part.
- Because of these differences, market data has been difficult to assess, re: for trending of values in the area. For this reason, this area has not had values trended in the last year.
- Although individual appeals of assessed values are available, the process is not easily understood and access time for each avenue of appeal is limited.

3. The disparity between market and assessed value contribute to the vacant housing problem in ways enumerated below. Higher than market assessed values:

- Create unrealistic expectation by sellers as to reasonable sales price of homes which results in:
  - o Properties remaining on market too long before price adjustments are reached which are in line with true market value.
  - o Depending on motivating factors of sale, this extended period of time on market leads to vacancies which otherwise would not occur.
  - o High asking prices relative to the market's perceived value drive sellers into markets where asking prices are more in line with market.
- Exacerbates affordability issues:
  - o Limits pool of qualified buyers (taxes are generally second only to mortgage payments in the percent of housing costs. Taxes based on overvaluation can contribute to disqualification of modest income home buyers).
  - o Payments of greater than appropriate taxes my contribute to forcing current owners into tax and mortgage delinquency.
  - o Discourages reinvestment by owners as well as investors when other properties are available which are assessed more in line with true market value.

- Assessment should to reflect true market value:
  - o Over assessed property unfairly taxes those least able to afford it. (Median family income for homeowners in these nine neighborhoods is below that of the City):
  - o Inequity is further compounded by proportionately reducing the share of taxes paid by those whose property is at true market values and whose income is at or above the City median.

RECOMMENDATIONS:

- That the Office of Assessment and Taxation undertake a reevaluation project for those inner-North and Northeast neighborhoods most severely impacted by vacant and abandoned properties.
- That current public information describing property evaluation appeal process be reviewed and rewritten as appropriate to be more user-friendly and be provided for targeted distribution in those same areas.
- That the County investigate the feasibility of extending the time in which applications for reevaluation are accepted for processing to 12 months.

VACANT AND ABANDONED BUILDINGS TASK FORCE

EXECUTIVE SUMMARY

In the past year, two committees were organized to look at issues related to vacant and abandoned buildings in Portland. In December, 1987 Mayor Clark appointed a committee of housing professionals from both the public and private sectors. In February, 1988 Commissioner Bogle convened a citizen task force. Both groups had similar charges:

Find out how many vacant and abandoned houses there are in the City of Portland.

Find out where the houses are located.

Propose ways to significantly decrease the number.

The group of housing professionals produced a first progress report in April. As a result of that report, the two groups joined efforts and took on the name of the Vacant and Abandoned Buildings Task Force (VAB Task Force). Members of the task force divided into four, hard working subcommittees. Each subcommittee has produced a second progress report. Copies of each of the reports are attached.

-How many vacant and abandoned houses?

Information has been gathered from the Portland Water Bureau showing the number of single family houses within the city that have had no water usage for at least six months. These houses are, therefore, considered vacant. Some bugs must still be worked out of the computer programs that have been designed to access the data. Nevertheless, the task force is confident in saying that there are at least 2,300 vacant houses within the city.

-Where are the houses located?

The Water Bureau data has been sorted by city neighborhoods. The neighborhood sort has shown that 541, or nearly 24%, of the vacant houses are located within six inner northeast neighborhoods.

The task force is requesting that the data be sorted further, into census blocks. The purpose is to identify concentrations of vacant houses within neighborhoods.

-Ways to decrease the numbers

The task force recognizes that possible solutions will come from two perspectives: 1) Something must be done immediately with current resources; and 2) The problem is larger than current resources can address. Additional resources must be secured and comprehensive plans must be developed.

## Overview: Policy Considerations requiring City Council action

Several recommendations in the task force's report will require Council action and direction. The central theme places the city in a more aggressive position of reclaiming vacant and abandoned buildings. The report suggests the city actively pursue regulatory powers (lien foreclosure, receivership, condemnation) to acquire properties. It also recommends focusing resources to targeted areas; designing a flexible menu of programs linked to neighborhood development planning efforts; and, securing additional private and public sector resources. The subcommittee outlines titled "Work Remaining" denote activities which may require Council action.

### City Housing Policy

Amendments to the current city housing policy are recommended. These proposed changes provide a rationale for reallocating scarce city resources to address the problem of vacant houses. They also provide a basis for long range neighborhood development planning, and changes to program designs and administrative/legal procedures that affect the city's ability to reclaim vacant houses. The proposed additions to housing policy objectives emphasize the importance of preventative measures.

### Targeting

The task force is developing a targeting methodology which will divide the 44 HCD eligible neighborhoods (over 51% low-moderate income) into three categories: severely affected by vacant houses; moderately affected; and, neighborhoods at risk. Placement into the three categories will be based on numbers and percentages of vacant houses. Refined targeting within neighborhoods (8-10 block areas with significant problems) will require extensive participation from the neighborhood residents.

The attached progress report from subcommittee 3 suggests a more elaborate targeting process. Instead, the simple method discussed in the previous paragraph is now recommended. The Neighborhood Revitalization Office will be designing a targeting system that can be applied in the future, if a more in-depth approach is appropriate.

### Programs

At present the task force has examined current programs operated by the city that can reclaim vacant houses and programs operated by non profit organizations. They have concluded that many of the programs needed, already exist in some format. These existing programs can be modified and/or expanded to better provide remedial action. Additional programs must be created in order to provide responsible management and acquisition options for controlling the problem in the future.

Percentage of Vacant Houses in Each HCD Eligible Neighborhood\*

NEIGHBORHOOD	TOTAL HOUSING UNITS	%TOTAL SINGLE FAMILY	#TOTAL SINGLE FAMILY	#SINGLE FAMILY VACANT	%VACANT SINGLE FAMILY
BOISE	1231	62.96	775	97	12.52
ELIOT	1464	46.99	688	82	11.92
KING	2170	77.97	1692	170	10.05
VERNON	1182	69.97	827	56	6.77
HUMBOLDT	2214	57.99	1284	78	6.07
BRENTWOOD-DARLINGTON	1736	88.00	1528	83	5.40
SABIN	1361	82.00	1116	58	5.20
BUCKMAN	4520	17.99	813	38	4.67
WOODLAWN	1919	86.97	1669	77	4.61
GOOSE HOLLOW	3768	5.00	188	7	3.70
NORTHWEST	7950	12.00	954	34	3.56
CORBETT-TRWLLGR-LAIR HLL	1979	41.99	831	27	3.25
CONCORDIA	4234	83.99	3556	95	2.67
PORTSMOUTH	2993	56.00	1676	44	2.63
LENTS	4642	79.00	3667	91	2.48
ST. JOHNS	5508	66.99	3690	91	2.47
KENTON	2861	87.98	2517	61	2.42
CRESTON-KENILWORTH	3584	46.99	1684	39	2.32
SULLIVANS GULCH	1650	16.00	264	6	2.30
KERNS	3061	23.98	734	16	2.18
PIEDMONT	2562	81.97	2100	44	2.10
OVERLOOK	2697	76.97	2076	41	1.97
MT. SCOTT-ARLETA	2858	79.99	2286	45	1.97
SUNNYSIDE	3455	45.99	1589	30	1.89
BROOKLYN	1626	59.96	975	18	1.85
MONTAVILLA	5826	74.00	4311	74	1.72
ARBOR LODGE	2615	87.00	2275	38	1.67
HOSFORD-ABERNATHY	3500	62.00	2170	36	1.66
FOSTER POWELL	3325	81.98	2726	43	1.58
CENTER	2359	53.96	1273	19	1.49
RICHMOND	5103	72.00	3674	41	1.12
SELLWOOD MORELAND	5506	61.99	3413	37	1.08
HOLLYWOOD	935	73.00	683	6	.90
	102394		59704	1722	

\* Over 50% of the households with income less than median

Notes:

3 HCD Eligible Neighborhoods have been deleted from the list because they have less than 100 single family houses each. (Downtown, Burnside, Columbia South Shore)

6 HCD Eligible Neighborhoods are not included on this list because data is not yet available. (Lloyd Center, Linnton, Airport, Cully, Madison N, Parkrose Community Group)

Number of Vacant Houses in Each HCD Eligible Neighborhood\*

NEIGHBORHOOD	TOTAL HOUSING UNITS	%TOTAL SINGLE FAMILY	#TOTAL SINGLE FAMILY	#SINGLE FAMILY VACANT	%VACANT SINGLE FAMILY
KING	2170	77.97	1692	170	10.05
BOISE	1231	62.96	775	97	12.52
CONCORDIA	4234	83.99	3556	95	2.67
LENTS	4642	79.00	3667	91	2.48
ST. JOHNS	5508	66.99	3690	91	2.47
BRENTWOOD-DARLINGTON	1736	88.00	1528	83	5.40
ELIOT	1464	46.99	688	82	11.92
HUMBOLDT	2214	57.99	1284	78	6.07
WOODLAWN	1919	86.97	1669	77	4.61
MONTAVILLA	5826	74.00	4311	74	1.72
KENTON	2861	87.98	2517	61	2.42
SABIN	1361	82.00	1116	58	5.20
VERNON	1182	69.97	827	56	6.77
MT. SCOTT-ARLETA	2858	79.99	2286	45	1.97
PIEDMONT	2562	81.97	2100	44	2.10
PORTSMOUTH	2993	56.00	1676	44	2.63
FOSTER POWELL	3325	81.98	2726	43	1.58
OVERLOOK	2697	76.97	2076	41	1.97
RICHMOND	5103	72.00	3674	41	1.12
CRESTON-KENILWORTH	3584	46.99	1684	39	2.32
BUCKMAN	4520	17.99	813	38	4.67
ARBOR LODGE	2615	87.00	2275	38	1.67
SELLWOOD MORELAND	5506	61.99	3413	37	1.08
HOSFORD-ABERNATHY	3500	62.00	2170	36	1.66
NORTHWEST	7950	12.00	954	34	3.56
SUNNYSIDE	3455	45.99	1589	30	1.89
CORBETT-TRWLLGR-LAIR HLL	1979	41.99	831	27	3.25
CENTER	2359	53.96	1273	19	1.49
BROOKLYN	1626	59.96	975	18	1.85
KERNS	3061	23.98	734	16	2.18
GOOSE HOLLOW	3768	5.00	188	7	3.70
SULLIVANS GULCH	1650	16.00	264	6	2.30
HOLLYWOOD	935	73.00	683	6	.90
	102394		59704	1722	

\* Over 50% of the households with income less than median

Notes:

3 HCD Eligible Neighborhoods have been deleted from the list because they have less than 100 single family houses each. (Downtown, Burnside, Columbia South Shore)

6 HCD Eligible Neighborhoods are not included on this list because data is not yet available. (Lloyd Center, Limton, Airport, Cully, Madison N, Parkrose Community Group)

October 27, 1988

VACANT & ABANDONED BUILDING TASK FORCE: BACKGROUND & RECOMMENDATIONS ON  
PROPERTY REVALUATION

INTRODUCTION:

The Mayor's Homestead Task Force was appointed in December, 1987 to investigate the vacant and abandoned housing problem in the City of Portland. Their specific assignment included to assess the extent and distribution of the problem, consider solutions and recommend measures to solve the problem.

A report of the task force was issued April 6, 1988. Report recommendations are included as attachment A to this report. The basic findings were that the problem of vacant property was significant and while disbursed throughout the community, was most significantly concentrated in close-in areas of North, Northeast Portland. Included in recommendations was the combining of the Mayor's Task Force with a Vacant and Abandoned Building Committee which had been formed by Commissioner Bogle with a similar charge.

A progress report of the combined Vacant and Abandoned Buildings Task Force was issued September 1, 1988. Its executive summary is attached as exhibit B. That report contained refined information on numbers and locations of abandoned properties, recommended policy for City Council action, discussions of specific programs to the problem and preliminary recommendations concerning targeting of program efforts. It also included work plans necessary to complete the assignment of the committee.

A number of activities were suggested, the comprehensive application of which will combat the problems of vacant property. Included in those activities are recommendations with regard to property tax assessment reevaluation. Specifically, it was suggested that a request be made of the County to reassess parts of North and Northeast Portland and that the appeal process for property reevaluation be extended throughout the year. The following findings, outcomes and recommendations relate to these suggestions:

Findings:

1. There were over 2300 vacant houses in the City of Portland. The highest concentrations are found in nine inner-North and Northeast neighborhoods. (See maps attached as Exhibit C)
  - 5.5% of single family homes are vacant in the King, Boise, Elliott, Humboldt, Sabin Piedmont, Woodlawn, Concordia and Vernon Neighborhoods.
  - 44% of all of the City's vacant single family houses are found in the same nine neighborhoods.

2. Assessed values in the same nine neighborhoods significantly overstate the values represented by recent real estate transactions.

- It is not unusual for recent market sales to have occurred at 50% or less of the current assessed value on single family residences in this area.
- This phenomena is vastly different than other parts of assessment district 1 of which these neighborhoods are a part.
- Because of these differences, market data has been difficult to assess, re: for trending of values in the area. For this reason, this area has not had values trended in the last year.
- Although individual appeals of assessed values are available, the process is not easily understood and access time for each avenue of appeal is limited.

3. The disparity between market and assessed value contribute to the vacant housing problem in ways enumerated below. Higher than market assessed values:

- Create unrealistic expectation by sellers as to reasonable sales price of homes which results in:
  - o Properties remaining on market too long before price adjustments are reached which are in line with true market value.
  - o Depending on motivating factors of sale, this extended period of time on market leads to vacancies which otherwise would not occur.
  - o High asking prices relative to the market's perceived value drive sellers into markets where asking prices are more in line with market.
- Exacerbates affordability issues:
  - o Limits pool of qualified buyers (taxes are generally second only to mortgage payments in the percent of housing costs. Taxes based on overvaluation can contribute to disqualification of modest income home buyers).
  - o Payments of greater than appropriate taxes my contribute to forcing current owners into tax and mortgage delinquency.
  - o Discourages reinvestment by owners as well as investors when other properties are available which are assessed more in line with true market value.

- Assessment should to reflect true market value:
  - o Over assessed property unfairly taxes those least able to afford it. (Median family income for homeowners in these nine neighborhoods is below that of the City):
  - o Inequity is further compounded by proportionately reducing the share of taxes paid by those whose property is at true market values and whose income is at or above the City median.

RECOMMENDATIONS:

- That the Office of Assessment and Taxation undertake a reevaluation project for those inner-North and Northeast neighborhoods most severely impacted by vacant and abandoned properties.
- That current public information describing property evaluation appeal process be reviewed and rewritten as appropriate to be more user-friendly and be provided for targeted distribution in those same areas.
- That the County investigate the feasibility of extending the time in which applications for reevaluation are accepted for processing to 12 months.

## REPORT OF THE MAYOR'S HOMESTEAD TASK FORCE

### I INTRODUCTION

Too many homes in once vibrant neighborhoods of the City of Portland are now vacant or completely abandoned, caught in a cycle which fuels a spiral of neglect and degradation. This need not be.

This incidence of housing vacancy, neglect and abandonment has reached crisis proportions in some areas of the City. Abandoned properties quickly deteriorate and are frequently vandalized, often creating dangerous public nuisances. Abandoned properties are commonly repossessed by lending institutions, but are extremely difficult to resell due to their disrepair or location in neighborhoods experiencing high concentrations of vacant houses. This is a burden borne both by private lending institutions and by public lenders, such as the Oregon Department of Veterans Affairs and the Oregon Housing Agency. As more properties become vacant, they attract illegal garbage dumping and illicit activity such as drug house operations. And as crime threatens the daily lives of neighborhood residents, investment in property adjacent to vacant houses is discouraged--leading to further decline.

Disinvestment, urban flight and tax base erosion all combine to undermine the vitality and economic stability of these areas, and drain the financial and human resources necessary to sustain healthy neighborhoods. The loss of these homes to abandonment jeopardizes the livability and safety of our neighborhoods, and represents an unconscionable waste of a valuable resource--a particularly bitter irony at a time when there are so many in need of affordable housing.

The factors that produce these problems are complex and defy either short-term or single-purpose remedies. Halting the deterioration and abandonment of the housing stock is but one aspect, although a critical one, of an effort to rescue troubled neighborhoods from decline. The questions of unemployment, crime and other, broader social and economic conditions, are beyond the scope of this Task Force. It is our hope, however, that solutions for vacant and abandoned housing become a vital part of a comprehensive City effort to address these larger factors.

Recognizing the need for action, the Mayor, in December, 1987, requested the formation of a Homestead Task Force to investigate the vacant and abandoned housing problem. The Task Force was specifically charged with the responsibility to assess the full extent and location of the problem, consider solutions, and recommend measures which could be taken to implement an effective City response.

In responding to the Mayor's charge, the Homestead Task Force has worked for three months, meeting regularly as a group or through substantive subcommittees. Members contributing individually or as subcommittee participants generated the recommendations in Section II and produced the information relating to vacant and abandoned housing in Section III.

Members of the Mayor's Homestead Task Force are:

Marge Kafoury, Chair  
Brad Higbee  
Office of Intergovernmental Affairs

Chris Tobkin  
Dan Steffey  
Mayor's Office

Bob Clay  
Portland Bureau of Planning

Sam Galbreath  
Trish Brown  
Portland Development Commission

Margaret Mahoney  
Portland Bureau of Buildings

Howard Cutler  
Judy Shields  
Bureau of Community Development

Jennie Portis  
Office of Neighborhood Associations

Sandra Laubenthal  
Auditor's Office

Maynard Hammer  
Oregon Housing Agency

Vance Susee  
Oregon Department of Veterans Affairs

Dave Barrows  
Oregon Savings and Loan League

Frank Brawner  
Oregon Bankers Association

Peter Herman  
Oregon Pioneer Savings

**Steve Rudman  
M. J. Riehl  
Southeast Uplift**

## II RECOMMENDATIONS

### A. Suggested Actions

The Mayor's Homestead Task Force has identified recommendations for action to reduce the large number of vacant and abandoned houses. Some are recommendations for immediate action, such as the joint "open house" planned by public and private lenders to market property they own in the Woodlawn neighborhood. Other recommendations require greater, more considered attention.

#### 1. **Combine All Vacant and Abandoned Housing Committees.**

The Mayor's Homestead Task Force and the Abandoned Buildings Task Force created at Commissioner Bogle's request, are both seeking answers to the same question: what can be done to reclaim all of the vacant and abandoned houses in our neighborhoods? In addition to assembling a great deal of information about the nature and extent of the problem and the resources available for remedial action, this Report specifically acknowledges that comprehensive solutions will require additional work. Effective and viable solutions can best be achieved if the two Task Forces work together. Once combined, a unified effort will provide equal measures of community input and technical support.

Recommendation:

- o Combine the two committees into a Vacant and Abandoned Buildings Task Force, which will contain citizen and technical advisory components.

#### 2. **Develop Task Force Work Schedule**

Once combined, the new Vacant and Abandoned Buildings Task Force should develop a work program containing a schedule for meetings and progress reports, and assignments of tasks to technical advisory subcommittees. Such subcommittees could review marketing strategies, government acquisition authority, the inventory, program strategies, and legislative proposals. Ultimately, a comprehensive final report would be submitted to Council. A suggested work schedule is attached as Section B of the Recommendations Section.

**Recommendation:**

- o Develop a work schedule for the newly constituted Vacant and Abandoned Buildings Task Force.

**3. Continue Vacant Housing Inventory**

The inventory developed by the Homestead Task Force provides a snapshot of the vacant and abandoned houses in the City at this time. As a result of creating this inventory, a methodology was developed with the assistance of the Portland Water Bureau which will identify houses, by neighborhood, with no reported water usage for six months. An inventory should be prepared periodically to locate the highest concentrations of such properties, so that remedial actions may be focused accordingly.

**Recommendations:**

- o Produce a Vacant Housing Inventory on a regular basis.
- o Analyze Water Bureau data for previous years to discover historical incidence of vacant housing and to isolate relevant trends.
- o Refer to Multnomah County records to determine property ownership.

**4. Target Programs**

Recognizing that available resources are limited and that effective solutions require coordinated action from various governmental agencies, neighborhoods, nonprofit organizations and the private sector, strategies developed should be targeted according to the findings contained in the Vacant Housing Inventory. Some neighborhoods have extremely high concentrations of vacant and abandoned housing. Other areas have a greater incidence of property owned by public and private lending institutions. And still other areas border severely troubled neighborhoods. Solutions should be fashioned to focus appropriate resources accordingly.

**Recommendation:**

- o Establish a policy and method for targeting appropriate resources to address various concentrations of vacant and abandoned properties in Portland's neighborhoods.

**5. Create City Policy**

Given the pervasiveness and magnitude of the problem identified in this Report, Portland should establish a new City Vacant Housing Policy that provides a more inclusive, City-wide approach as part of the Comprehensive Plan. A new, encompassing policy is necessary to bring together the often fragmented efforts of the City, in conjunction with neighborhoods, nonprofit organizations and the private sector.

**Recommendation:**

- o Create a new City Vacant Housing Policy as part of the Comprehensive Plan.

**6. Pursue Programs Concerning Vacant Housing**

A number of federal, state and City programs address certain aspects of the vacant and abandoned buildings problem. Several of these will soon expire, notably the Mortgage Credit Certificate Program and the Federal Low Income Housing Tax Credit Program. Efforts should be made to use these and other programs for vacant housing to the maximum possible extent. The City should also seek to create new programs and resources, and foster coordination, in responding to the vacant housing problem.

**Recommendations:**

- o Maximize existing program resources while they are available.
- o Seek further resources to apply to the problem, such as additional funding, properties, building materials and volunteer labor.
- o The Vacant and Abandoned Buildings Task Force should obtain and analyze the final budgets for all programs identified in this Report, and focus attention on programs where greater bureau involvement, coordination or funding would best achieve the City's vacant housing goals.

- o Create programs which will draw upon the collective resources of the private, public and community based organizations.
- o Initiate a large scale effort to provide grants and volunteers for painting and clean-up activities in the most troubled areas, in order to combat the degenerative cycle caused by vacant and deteriorating housing.
- o Identify the resources and funding necessary to assure nuisance abatement in neighborhoods with high concentrations of troubled properties.
- o Include homeowner budget and home maintenance training components as part of a vacant housing program.

**7. Promote Joint Lender, Neighborhood, and City Efforts**

A number of beneficial actions can be taken immediately, largely due to increased cooperation among the City, lenders and the neighborhoods. One such project is the Woodlawn neighborhood "open house." On a Sunday in May, the Oregon Department of Veterans Affairs, the Oregon Housing Agency and private lending institutions, in conjunction with the neighborhood and the City, will jointly market all of their properties located in Woodlawn. Other cooperative efforts should be developed as well.

**Recommendations:**

- o Support the Woodlawn Open House, and other neighborhood marketing efforts, involving the City, lenders, neighborhoods, schools, and the police.
- o Work with the public and private lenders and Multnomah County to develop a method to achieve property tax relief for houses in troubled areas.

**8. Coordinate With the Planning Process**

Comprehensive, long-term solutions to the problems identified in this Report are essential. Accordingly, the City's planning processes should play an important role. The development of plans and policies for major public investment is a particularly critical means of providing direct neighborhood input. Vacant housing and issues relating to neighborhood quality and economic vitality are the fundamental elements of all neighborhood plans.

**Recommendations:**

- o Use long-range neighborhood plans and area-wide development plans to address issues of neighborhood quality and economic revitalization.
- o Coordinate the various relevant planning efforts already undertaken or soon to be implemented.

**9. Pursue Government Acquisition Authority**

One way for government to salvage deteriorating and abandoned housing is to acquire it. Lien foreclosure, receivership and condemnation are three methods which could be employed. However, the taking of property by government is often a very sensitive issue. Before the City can aggressively pursue the acquisition of troubled property, the City Council must carefully consider the options and develop a policy which reflects the sensitivity of the community.

**a. Lien Foreclosure**

Some abandoned or deteriorating properties have City liens on their titles. These liens have been imposed to secure payment and compliance with certain obligations, or to ensure abatement of a nuisance. In some instances foreclosure of these liens would enable the City to obtain the property. Returning the property to the neighborhood as a safe and affordable unit of housing is the challenge which would then face the City.

**Recommendations:**

- o Adopt an appropriate City policy for an aggressive foreclosure strategy.
- o Consider reduction of the three year redemption period, within which an owner who loses his or her property by foreclosure may repurchase it.
- o Initiate City Attorney review of the possibility of waiving the redemption period.
- o Establish a "rational basis" for targeted foreclosures as part of the City policy.

- o Adopt an administrative process for lien foreclosures.
- o Create the processes and programs required to obtain, rehabilitate and transfer the foreclosed properties.
- o Seek additional funding for acquisition and rehabilitation, and coordinate with existing programs and funding sources.

**b. Receivership**

Other governmental entities in the United States have appointed receivers to take possession of and rehabilitate badly deteriorated housing. Given the proper authority and resources, this may also prove to be a viable option for Portland.

**Recommendations:**

- o Initiate City Attorney review of the legality of receivership.
- o Pursue legislation providing clear authority for courts and municipalities to appoint receivers for deteriorated housing.
- o Adopt an appropriate process and program for receivership.
- o Identify funding sources available to the receiver for rehabilitation of the property.

**c. Condemnation**

To ensure that dangerous and dilapidated housing is adequately upgraded or removed, the City may wish to consider condemnation. Under this method, the City would acquire property for a public purpose through its power of eminent domain, and would then compensate the property owner. The funding required for demolition or rehabilitation and transfer of these properties, and the sums needed to provide compensation, would have to be supplied by the City.

**Recommendations:**

- o Initiate City Attorney review of the legality of the condemnation process to acquire deteriorated housing.
- o Adopt a City policy defining the appropriate use of condemnation.
- o Develop a process and program for condemning, demolishing, rehabilitating and transferring such property.
- o Seek necessary funding to implement a condemnation policy.

**10. Legislative Efforts**

Many of the recommendations made in this Report identify the need for additional funding. This, of course, is a perennial and pervasive problem. Specific opportunities for additional funding, and not simply general requests, are enumerated below. In stocking its arsenal to confront the vacant and abandoned housing problem, the City should pursue as many opportunities for new or improved programs as are possible in both Washington, D.C., and Salem.

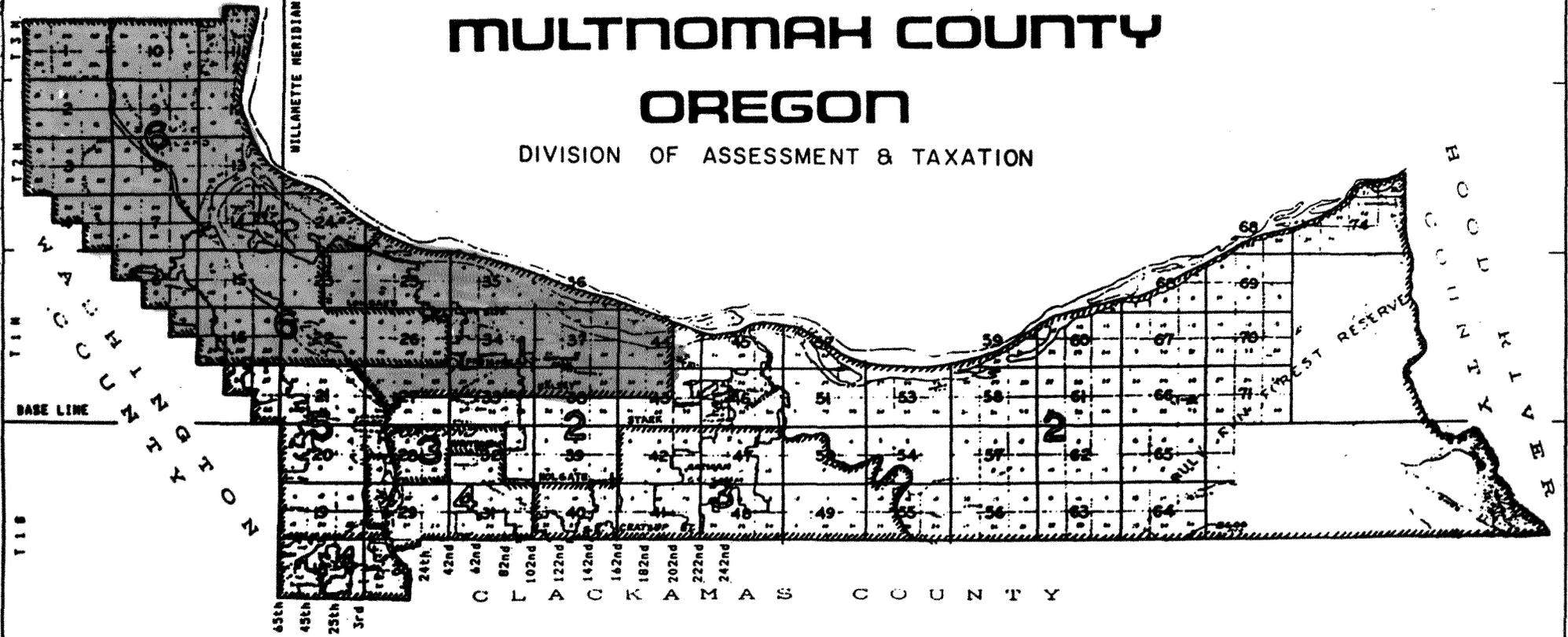
**Recommendations:**

- o Seek increased funding for the federal Urban Homestead Program.
- o Pursue amendments to the federal Urban Homestead Program to allow participating cities to acquire houses other than those repossessed by federal agencies.
- o Seek federal appropriation for the Nehemiah Housing Program.
- o Seek reauthorization of, and additional funding for, relevant federal programs which will soon end.
- o Seek establishment of a state homestead program.

C O L U M B I A  
C O U N T Y

# MULTNOMAH COUNTY OREGON

DIVISION OF ASSESSMENT & TAXATION



APPRAISAL DISTRICTS

R 2 W | R 1 W | R 1 E | R 2 E | R 3 E | R 4 E | R 5 E | R 6 E | R 7 E

# MULTNOMAH COUNTY STUDY PROCESS SUMMARY

## Study Goals

## Consultant Role

## County Staff Role

## Final Products

Staff Training

Position Classification

Point Factor Job Evaluation

Compensation

Ongoing Maintenance and Implementation

**Ralph Andersen & Associates  
Project Team**

---

Tony Gerczak  
Rick Dixon  
Suzanne Bragdon

- County Staff Training
- Product Quality Control
- Audit of Staff Findings
- Salary Recommendations
- Automation Assessment
- Product Finalization

**Multnomah County  
Project Team**

---

Lloyd Williams  
Susan Ayers  
Colette Umbras  
Project Staff Committees  
Project Adv. Committee

- JAQ Coordination
- Employee Interviews
- Class Plan Development
- Class Spec Writing
- Compensation Survey
- Point Rating Job Classes

**Classification Manual**

- Conceptual Framework
- Class Specifications
- Position Allocations

**Job Evaluation Manual**

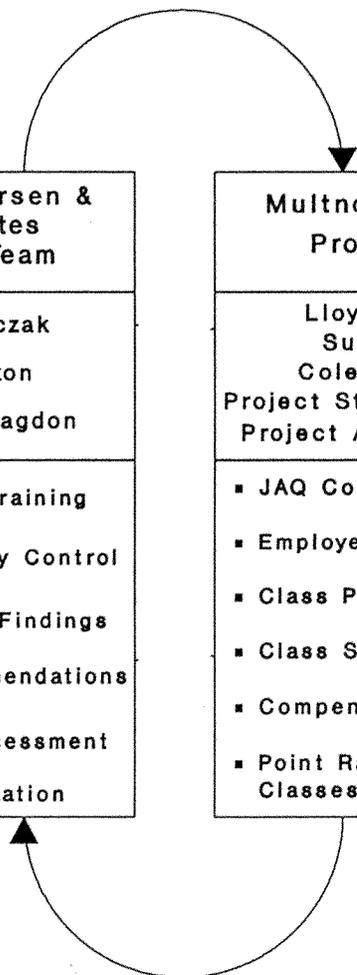
- System Weights
- Point Factor Analysis
- Classification Hierarchy

**Compensation Report**

- Survey Agencies & Classes
- Data Collection & Analysis
- Salary Recommendations

**Technical Training Manuals**

- Classification
- Job Evaluation
- Compensation



## VACANT AND ABANDONED BUILDINGS TASK FORCE

## EXECUTIVE SUMMARY

In the past year, two committees were organized to look at issues related to vacant and abandoned buildings in Portland. In December, 1987 Mayor Clark appointed a committee of housing professionals from both the public and private sectors. In February, 1988 Commissioner Bogle convened a citizen task force. Both groups had similar charges:

Find out how many vacant and abandoned houses there are in the City of Portland.

Find out where the houses are located.

Propose ways to significantly decrease the number.

The group of housing professionals produced a first progress report in April. As a result of that report, the two groups joined efforts and took on the name of the Vacant and Abandoned Buildings Task Force (VAB Task Force). Members of the task force divided into four, hard working subcommittees. Each subcommittee has produced a second progress report. Copies of each of the reports are attached.

-How many vacant and abandoned houses?

Information has been gathered from the Portland Water Bureau showing the number of single family houses within the city that have had no water usage for at least six months. These houses are, therefore, considered vacant. Some bugs must still be worked out of the computer programs that have been designed to access the data. Nevertheless, the task force is confident in saying that there are at least 2,300 vacant houses within the city.

-Where are the houses located?

The Water Bureau data has been sorted by city neighborhoods. The neighborhood sort has shown that 541, or nearly 24%, of the vacant houses are located within six inner northeast neighborhoods.

The task force is requesting that the data be sorted further, into census blocks. The purpose is to identify concentrations of vacant houses within neighborhoods.

-Ways to decrease the numbers

The task force recognizes that possible solutions will come from two perspectives: 1) Something must be done immediately with current resources; and 2) The problem is larger than current resources can address. Additional resources must be secured and comprehensive plans must be developed.

## Overview: Policy Considerations requiring City Council action

Several recommendations in the task force's report will require Council action and direction. The central theme places the city in a more aggressive position of reclaiming vacant and abandoned buildings. The report suggests the city actively pursue regulatory powers (lien foreclosure, receivership, condemnation) to acquire properties. It also recommends focusing resources to targeted areas; designing a flexible menu of programs linked to neighborhood development planning efforts; and, securing additional private and public sector resources. The subcommittee outlines titled "Work Remaining" denote activities which may require Council action.

### City Housing Policy

Amendments to the current city housing policy are recommended. These proposed changes provide a rationale for reallocating scarce city resources to address the problem of vacant houses. They also provide a basis for long range neighborhood development planning, and changes to program designs and administrative/legal procedures that affect the city's ability to reclaim vacant houses. The proposed additions to housing policy objectives emphasize the importance of preventative measures.

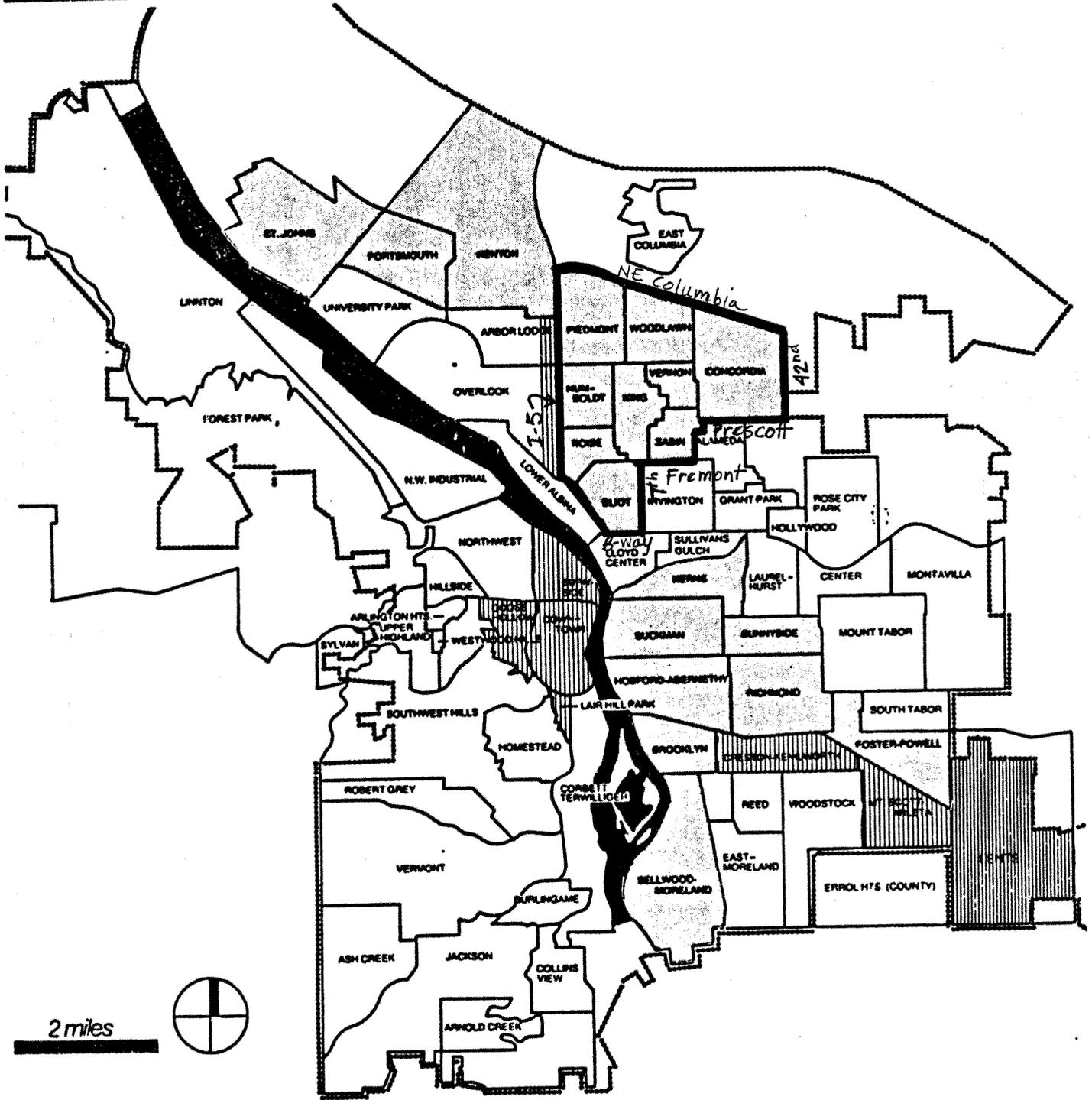
### Targeting

The task force is developing a targeting methodology which will divide the 44 HCD eligible neighborhoods (over 51% low-moderate income) into three categories: severely affected by vacant houses; moderately affected; and, neighborhoods at risk. Placement into the three categories will be based on numbers and percentages of vacant houses. Refined targeting within neighborhoods (8-10 block areas with significant problems) will require extensive participation from the neighborhood residents.

The attached progress report from subcommittee 3 suggests a more elaborate targeting process. Instead, the simple method discussed in the previous paragraph is now recommended. The Neighborhood Revitalization Office will be designing a targeting system that can be applied in the future, if a more in-depth approach is appropriate.

### Programs

At present the task force has examined current programs operated by the city that can reclaim vacant houses and programs operated by non profit organizations. They have concluded that many of the programs needed, already exist in some format. These existing programs can be modified and/or expanded to better provide remedial action. Additional programs must be created in order to provide responsible management and acquisition options for controlling the problem in the future.

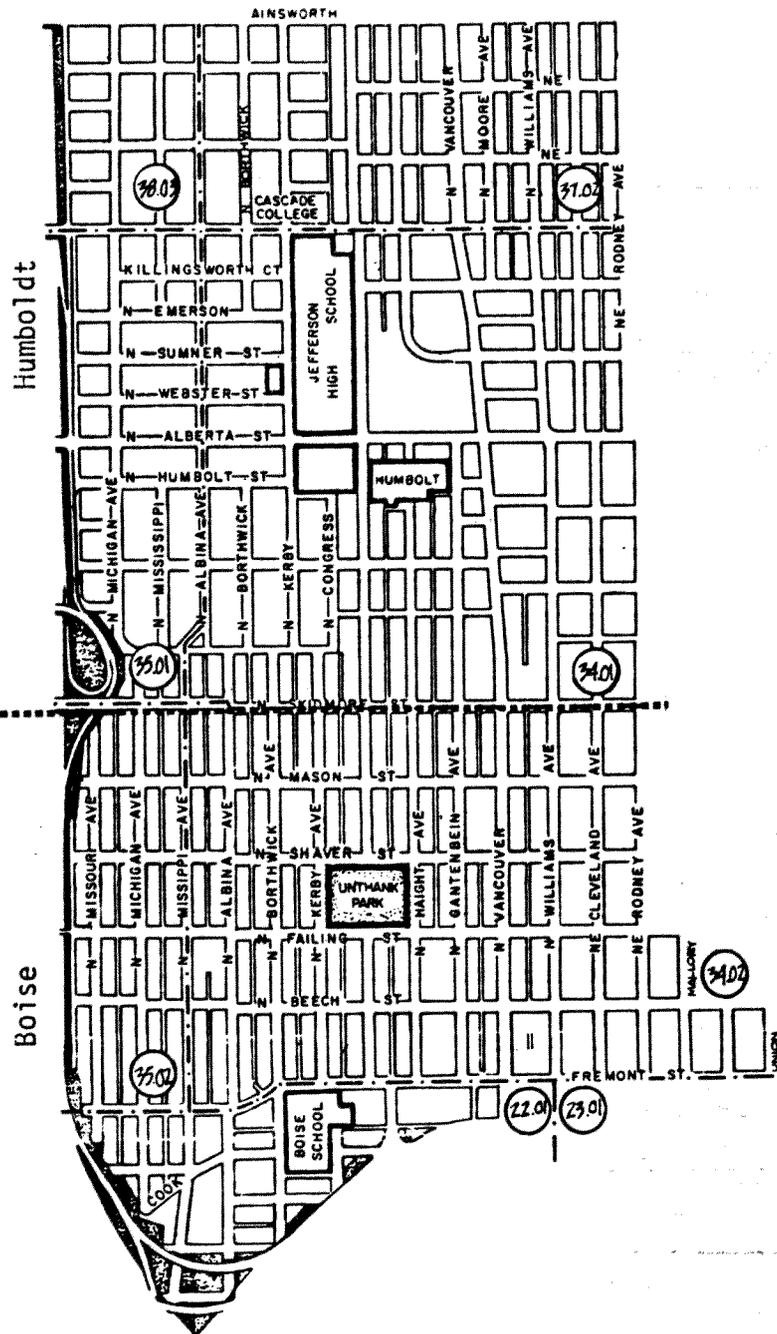


FIGURE

# 1979-86 HOMESTEAD AREA BOUNDARIES

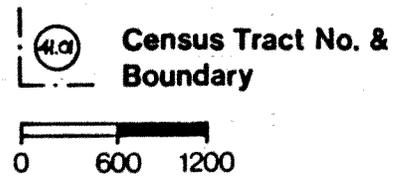
- HOMESTEAD NEIGHBORHOODS - ORIGINAL APPLICATION 1979
- ▨ ADDITIONAL HCD NEIGHBORHOODS 1980-86

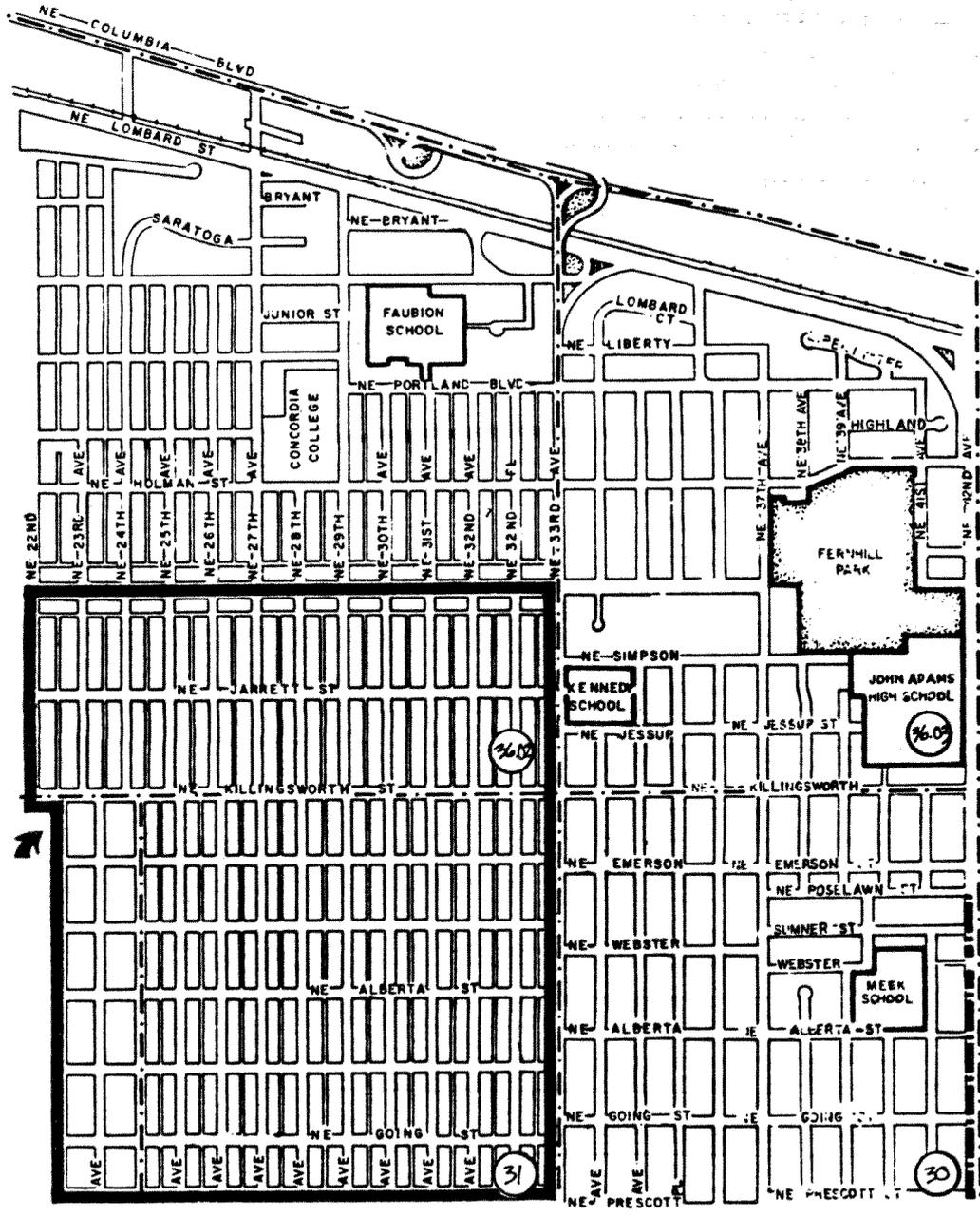
HOUSING AND COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM,  
CITY OF PORTLAND, OREGON



# Boise - Humboldt

Housing and Community Development Program



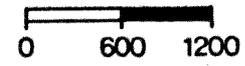


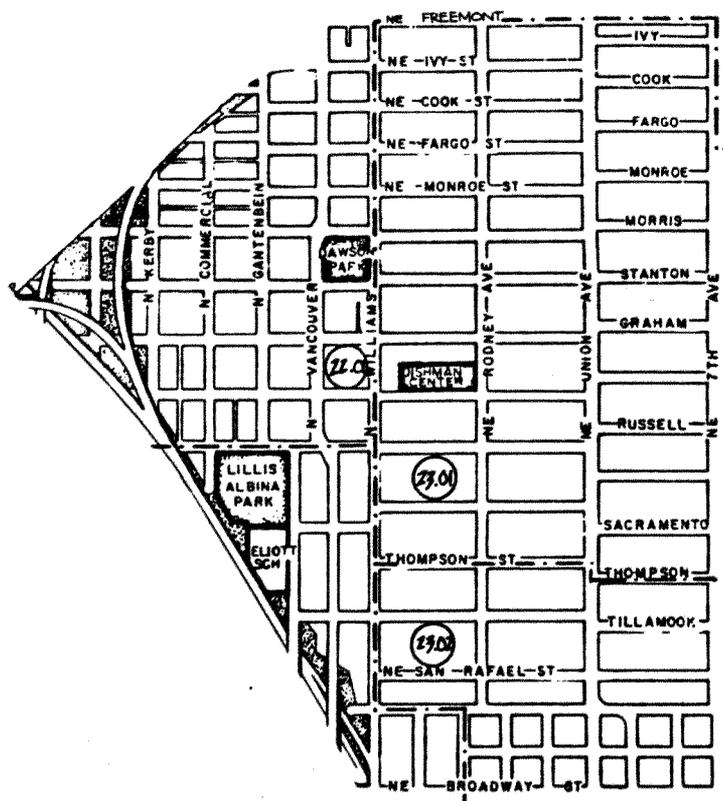
Project Area Boundary

# Concordia

Housing and Community Development Program

41.01 Census Tract No. & Boundary

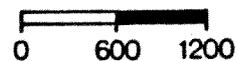


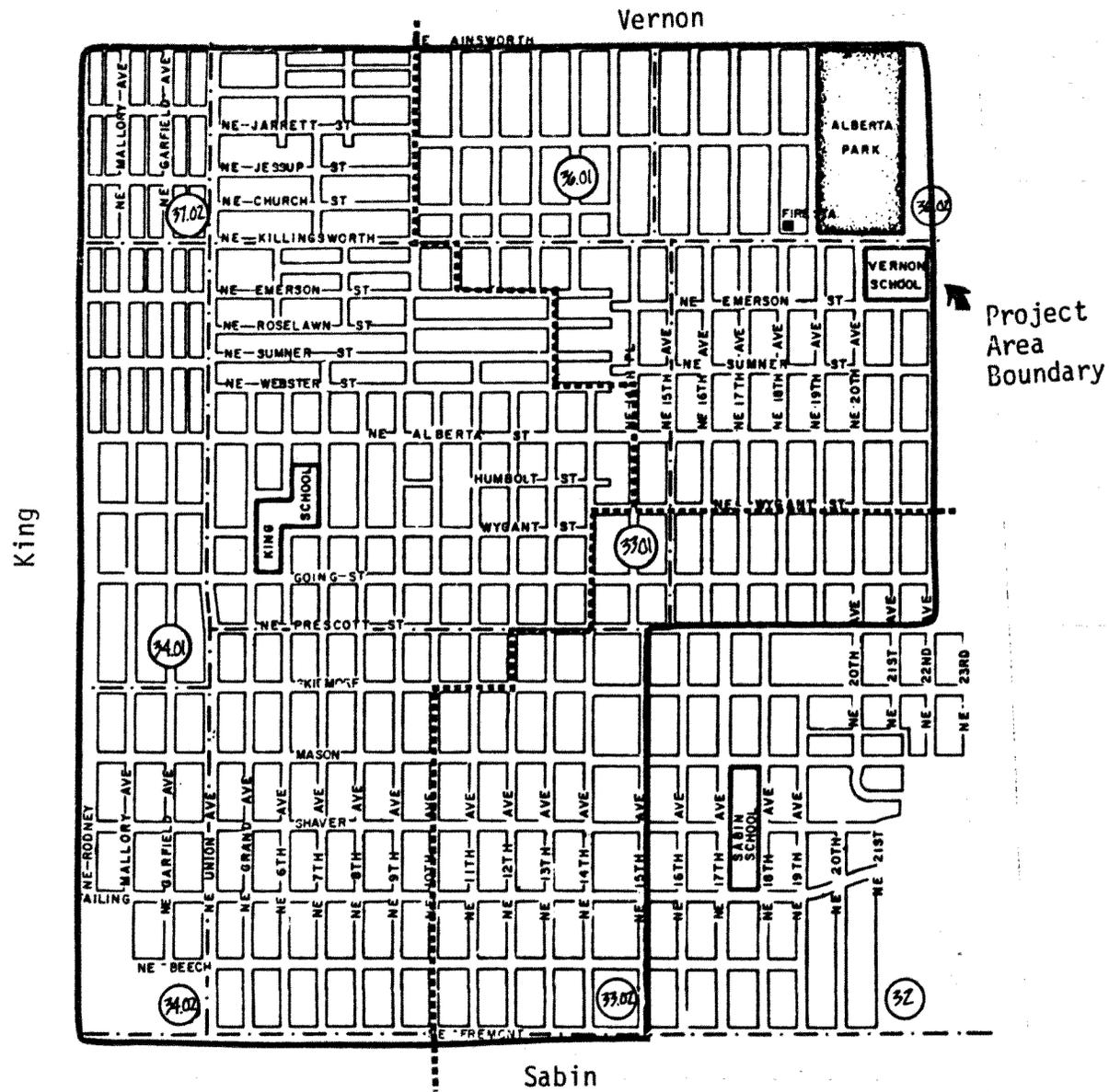


# Eliot

Housing and Community Development Program

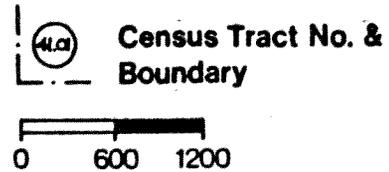
 Census Tract No. & Boundary

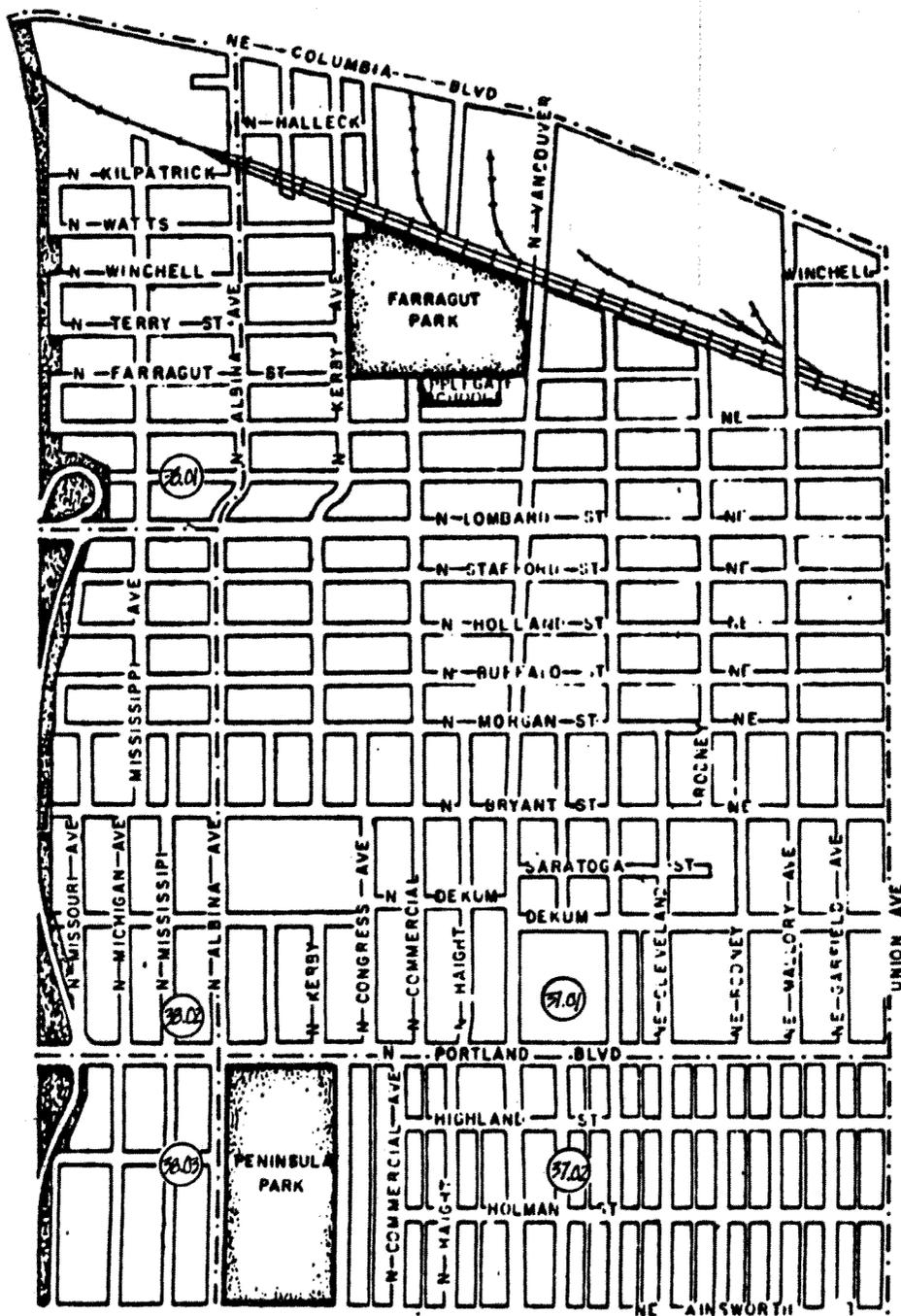




# King-Vernon-Sabin

Housing and Community Development Program

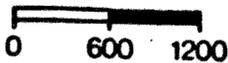




★ Commercial Rehab Loans  
Only

**Piedmont**  
Housing and Community Development Program

④ Census Tract No. &  
Boundary



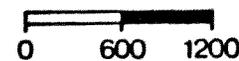


# Woodlawn

Housing and Community Development Program

★ Commercial Rehab Loans Only

Ⓞ Census Tract No. & Boundary



Number of Vacant Houses in Each HCD Eligible Neighborhood\*

NEIGHBORHOOD	TOTAL HOUSING UNITS	%TOTAL SINGLE FAMILY	#TOTAL SINGLE FAMILY	#SINGLE FAMILY VACANT	%VACANT SINGLE FAMILY
KING	2170	77.97	1692	170	10.05
BOISE	1231	62.96	775	97	12.52
CONCORDIA	4234	83.99	3556	95	2.67
LENTS	4642	79.00	3667	91	2.48
ST. JOHNS	5508	66.99	3690	91	2.47
BRENTWOOD-DARLINGTON	1736	88.00	1528	83	5.40
ELIOT	1464	46.99	688	82	11.92
HUMBOLDT	2214	57.99	1284	78	6.07
WOODLAWN	1919	86.97	1669	77	4.61
MONTAVILLA	5826	74.00	4311	74	1.72
KENTON	2861	87.98	2517	61	2.42
SABIN	1361	82.00	1116	58	5.20
VERNON	1182	69.97	827	56	6.77
MT. SCOTT-ARLETA	2858	79.99	2286	45	1.97
PIEDMONT	2562	81.97	2100	44	2.10
PORTSMOUTH	2993	56.00	1676	44	2.63
FOSTER POWELL	3325	81.98	2726	43	1.58
OVERLOOK	2697	76.97	2076	41	1.97
RICHMOND	5103	72.00	3674	41	1.12
CRESTON-KENILWORTH	3584	46.99	1684	39	2.32
BUCKMAN	4520	17.99	813	38	4.67
ARBOR LODGE	2615	87.00	2275	38	1.67
SELLWOOD MORELAND	5506	61.99	3413	37	1.08
HOSFORD-ABERNATHY	3500	62.00	2170	36	1.66
NORTHWEST	7950	12.00	954	34	3.56
SUNNYSIDE	3455	45.99	1589	30	1.89
CORBETT-TRWLLGR-LAIR HLL	1979	41.99	831	27	3.25
CENTER	2359	53.96	1273	19	1.49
BROOKLYN	1626	59.96	975	18	1.85
KERNS	3061	23.98	734	16	2.18
GOOSE HOLLOW	3768	5.00	188	7	3.70
SULLIVANS GULCH	1650	16.00	264	6	2.30
HOLLYWOOD	935	73.00	683	6	.90
	102394		59704	1722	

\* Over 50% of the households with income less than median

Notes:

3 HCD Eligible Neighborhoods have been deleted from the list because they have less than 100 single family houses each. (Downtown, Burnside, Columbia South Shore)

6 HCD Eligible Neighborhoods are not included on this list because data is not yet available. (Lloyd Center, Linnton, Airport, Cully, Madison N, Parkrose Community Group)

1. What do you like about your neighborhood?

- 1.) Quiet - (for right now).
- 2.) Nice Neighbors.
- 3.) People watch out for each other.
- 4.) Lawn's are green (in area targeted).
- 5.) Good maintenance.

2. What are the serious problems in your neighborhood?

- 1.) Drugs and Gangs.
- 2.) Crime (burglery/theft).
- 3.) Bad publicity. (Some positive -because publicity has brought attention to problems).
- 4.) Unauthorized guest and poor eviction process.
- 5.) Drunks - urinating by drunks.
- 6.) Children playing in garbage/garbage in general.
- 7.) Lack of resident involvement.

3. What would you like to see changed?

- 1.) Conventional housing rules (difficulty switching in section 8).
- 2.) Move or eliminate basketball hoops from parking lot areas.
- 3.) Fences/Landscaping.
- 4.) Private yard's need to be defined/difference between public and private areas.
- 5.) Follow through by H.A.P. regarding tenants complaints.

4. What do you see as a solution?

- 1a) Consistent and speedy response to residence concerns by H.A.P.
- 1b) Traffic control (Example: Speed bumps).
- 2.) More parental involvement with their children.
- 3.) Secured garbage areas.
- 4.) Play areas for children located in center of Units (to keep eye on children).
- 5.) Garbage cans placed throughout the Villa.
- 6.) Graffiti writers should receive corporal punishment.

5. What is your responsibility in solving these problems?

- 1.) More involvement by tenants. (Tenant organizing).

6. Any additional comments:

**DRAFT**

**NEIGHBORHOOD REVITALIZATION STRATEGY REPORT**

**October 14, 1988**

Portland City Council

Mayor J.E. Bud Clark  
Commissioner Earl Blumenauer  
Commissioner Dick Bogle  
Commissioner Bob Koch  
Commissioner Mike Lindberg

Participating Agencies

Housing Authority of Portland  
Multnomah County  
Portland Development Commission  
Portland Metropolitan Chamber of Commerce  
Portland Public Schools  
United Way of the Columbia-Willamette

Project Liaisons

Marcia Douglas, City-School Liaison  
Bill Garbett, Portland Public Schools  
Babette Means, Office of Fiscal  
Administration  
Grant Nelson, Multnomah County Commission  
Chair Gladys McCoy  
Sarah Newhall, Office of Neighborhood  
Associations  
Blanche Schroeder, Portland Metropolitan  
Chamber of Commerce  
Michael Schultz, United Way  
Bill Thomas, Multnomah County, Department of  
Human Services  
Jim Voight, Portland Public Schools

**NEIGHBORHOOD REVITALIZATION STRATEGY REPORT**

**October 14, 1988**

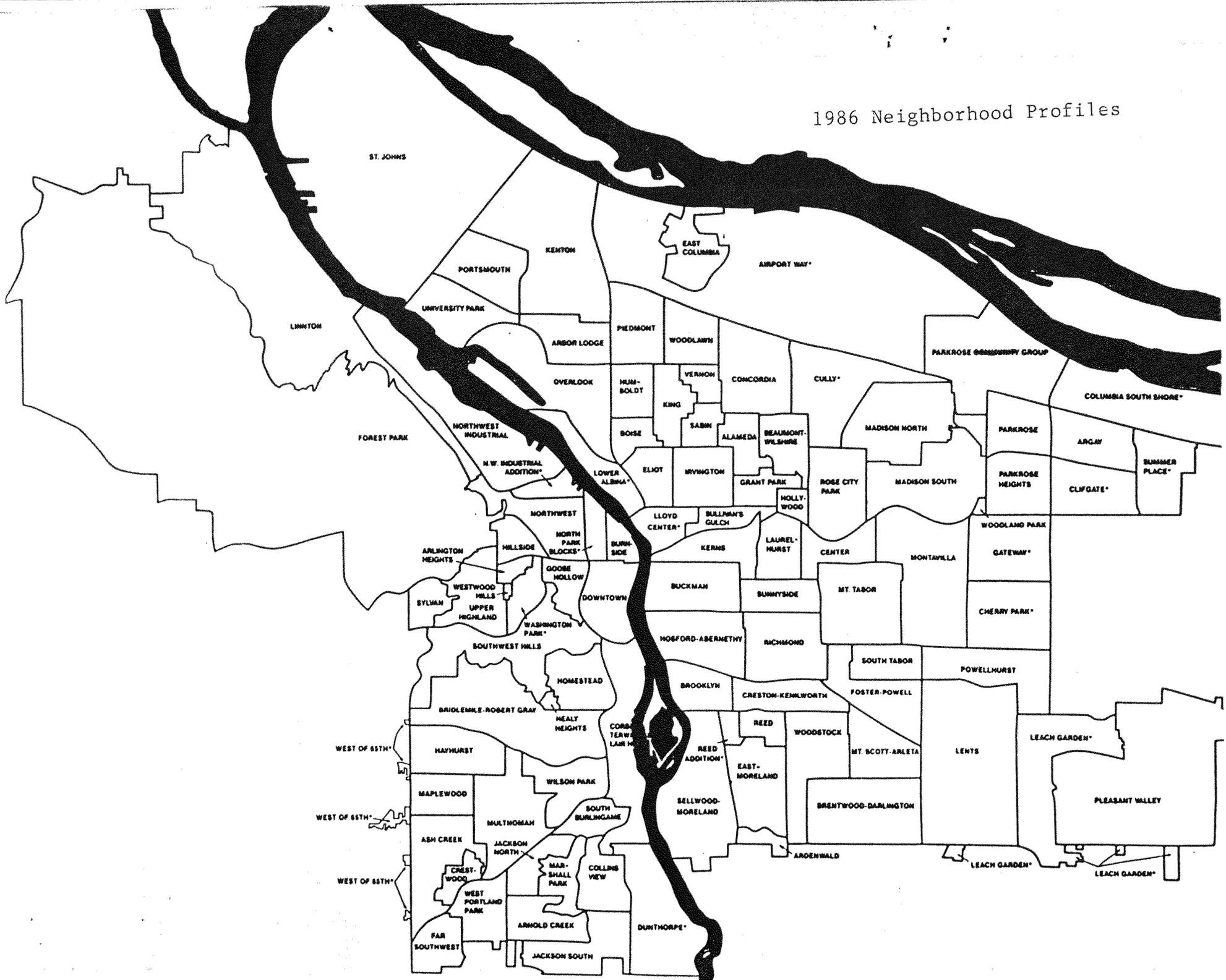
**Office of the Mayor**

J.E. Bud Clark, Mayor  
J. Daniel Steffey, Project Manager

**Project Staff**

Zola Andrews, Mayor's Office  
Dave Austin, Portland Police Bureau  
Bob Clay, Bureau of Planning  
Jean Gordon, Portland Police Bureau  
Mary Holley, Housing Authority of Portland  
Martha McLennan, Portland Development Commission  
Judy Shields, Bureau of Community Development

# 1986 Neighborhood Profiles



# NEIGHBORHOOD REVITALIZATION STRATEGY

Table of Contents  
October 14, 1988

	<u>Page</u>
I. Letter from the Mayor	1
II. Resolution	2
III. The Strategy Framework	
A. Introduction	3
B. Description of Project/Process	5
C. Implementation Plan	6
1. Committee Membership Charge Relationship to Strategic Planning Structure	
2. Community Involvement Workshops On-going involvement with Committee BAC's and budget process	7
3. Participation by other Agencies Adoption of Strategy	8
D. Summary of Priority Issues	
1. Basic Emphasis Jobs Housing Public Safety	8
2. Community Services Education and Youth Services Parks and Recreation Human Services	11
3. Environment and Infrastructure Land Use and Zoning Transportation Public Facilities	13
E. Targeting	
1. Use of Targeting	16
2. Neighborhood Data	17
3. Definitions	21
4. Notes	23
5. Sources	24



CITY OF

**PORTLAND, OREGON**

OFFICE OF THE MAYOR

Office of  
J.E. Bud Clark, Mayor  
1220 S.W. 5th  
Portland, Oregon 97204  
(503) 248-4120

TO: Interested Persons  
FROM: J.E. Bud Clark, Mayor  
SUBJ: Neighborhood Revitalization Strategy  
DATE: October 14, 1988

Attached is the first presentation of a Neighborhood Revitalization Strategy. This Strategy is expected to undergo further evolution in the next steps of building the community-wide consensus which will make it a truly effective plan of action. There are two parts to the Strategy Report: the attached summary and a separate Background Report which details information findings and analysis from which the Strategy was drawn.

It will now go to the jurisdictions listed below which participated in its development. Revisions are expected as each consider their role. Those revisions will be forwarded to a community workshop process that will involve citizens in defining ways the community can take advantage of the commitment of elected officials to neighborhood revitalization work. At that point all information will come back to the participating jurisdictions for final adoption of the Strategy.

This work builds upon a new spirit of cooperation between the elected leadership of this community. Together we have cut through the artificial barriers that define individual jurisdictions. It accesses the reservoir of energy in our citizenry that is ready, willing and able to work together to further improve our way of life. It intends to take full advantage of the private sector interest in eliminating the despair, decay and deterioration which plague some of our neighborhoods and become the root causes of the crime which we will not tolerate in this community.

The cooperative involvement of citizens, Multnomah County, the Housing Authority of Portland, Portland Public Schools, United Way of the Columbia-Willamette, the Portland Metropolitan Chamber of Commerce, and other private sector interests was combined with that from the City of Portland to produce this Neighborhood Revitalization Strategy. It is the willingness to cooperate at all levels of the community which will carry the Strategy forward.

I believe we have the talent and the interest and the commitment to make each of our neighborhoods a safe, secure and vital part of our community. This document is expected to provide the focus which will target our resources and produce effective action and lasting results.

RESOLUTION NO.

Receive the Neighborhood Revitalization Strategy, seek approval by pertinent jurisdictions and involve citizens in neighborhood development projects and grant preliminary approval for city participation on a Neighborhood Revitalization Management Panel. (A Resolution)

WHEREAS, Resolution No. 34461 directed the creation of a comprehensive Neighborhood Revitalization Strategy in collaboration with Multnomah County, Portland Public Schools, the Housing Authority of Portland, United Way of the Columbia-Willamette and the Portland Metropolitan Chamber of Commerce; and

WHEREAS, Resolution No. 34461 further directed extensive consultation with neighborhood groups and leaders and participation by private sector interests; and

WHEREAS, a temporary staff brought together under the direction of the Mayor's Office has produced a Strategy (attached hereto as Exhibit A) which, pursuant to a directive of the above-referenced resolution, defines a structure to manage coordination of and implementation of revitalization efforts in target neighborhoods; and

WHEREAS, the success of neighborhood revitalization efforts are dependent upon full participation by affected neighborhoods and all segments of the community; and

WHEREAS, full neighborhood participation will be increased by seeking citizen review of the Neighborhood Revitalization Strategy before its final adoption; and

WHEREAS, collaborating jurisdictions may suggest revisions to the Strategy as each undertakes a formal review of the report;

NOW, THEREFORE BE IT RESOLVED, that the City Council receive the Neighborhood Revitalization Strategy Report and grant preliminary approval for City participation on the Neighborhood Revitalization Management Panel with the Mayor identified to represent the City on the Panel.

BE IT FURTHER RESOLVED that the Council refer the Strategy Report to a community workshop process conducted by the Office of Neighborhood Associations in conjunction with the Multnomah County Citizen Involvement Committee to meet the charges for the workshop contained in the Strategy Report.

BE IT FURTHER RESOLVED that citizen workshop outcomes be combined with comments from participating jurisdictions, and incorporated into a final Strategy document to be considered by the Council by December 15, 1988.

### III. THE STRATEGY FRAMEWORK

#### A. INTRODUCTION

##### 1. Problem

The City of Portland and its metropolitan area represent a standard of liveability envied by much of the nation. Statistically, Portland has a lower unemployment rate, a larger supply of affordable housing, and a higher level of educational achievement than much of the rest of the country. We are considered leaders in issues relating to homelessness, service to at-risk youth, and management of our physical environment.

However, we recognize that the truth lies beyond the statistics. We are aware that though we have many overall achievements, there are neighborhoods that are not sharing in the benefits of our national reputation. Some have unacceptable crime rates; some have deteriorating housing stock and are experiencing severe disinvestment. Some neighborhoods have unemployment rates well above the national average. Tolerating conditions that can lead to the destruction of neighborhoods is not consistent with the values of this community.

##### 2. Purpose

One purpose of this Neighborhood Revitalization Strategy effort is to coordinate public and private initiatives, policies, and programs aimed at revitalization. Another is to establish a method for managing revitalization efforts as further planning is undertaken. A third purpose is to define which neighborhoods will be targeted for special attention.

The first phase of this project has been the preparation of this report. It is the product of cooperative efforts among various governmental jurisdictions and private organizations to outline the current situation and make some recommendations regarding how we can improve our efforts.

The second phase of the work will be the development of a Neighborhood Revitalization Management Panel to coordinate future revitalization efforts. In this phase a Citizen Workshop will be convened to gather ideas and suggestions from neighborhood residents who will be involved in revitalization activities to be undertaken.

##### 3. Principles

The work of neighborhood revitalization will be guided by a series of principles which reflect the high ideals of our community:

a. Empowerment of Citizens

- \* Self-Sufficiency. Programs which support the ability of citizens to care for themselves and control their own lives will be encouraged with particular emphasis placed on community-based non-profit, self-help efforts.
- \* Home Ownership Opportunity. The opportunity for home ownership should be expanded to include segments of our community that have been unable to participate in current programs.
- \* Citizen Training. Knowledge is power. Citizens should be provided with the information and opportunity to influence governmental decisions which affect their lives.

b. Delivery of Services

- \* Diversity of Approaches. Since problems vary from one area to another, programs should be developed and administered to allow for the widest possible range of approaches to solve those problems.
- \* Adaptability. Programs should be able to change and adapt as necessary, to meet the changing needs and wishes of citizens.
- \* Public/Private Partnerships. Limited public resources must be expanded by leveraging private dollars and by the use of volunteers to supplement public staff.
- \* Prevention As A Tool. Programs should be developed which address not only the revitalization of declining neighborhoods, but also the prevention of similar decline in other at-risk areas.

## **B. DESCRIPTION OF PROJECT AND PROCESS**

### The Project

This Neighborhood Revitalization Strategy project brings together staff from the City of Portland, Multnomah County, Portland Public Schools, the Housing Authority of Portland, United Way of the Columbia-Willamette, the Portland Metropolitan Area Chamber of Commerce, and other private sector interests. It takes advantage of deep concern in all sectors of our community about our future and enables us to look beyond normal boundaries. It is aimed at providing a common framework within which existing and new efforts can be deployed to address the issues that result in depressed sections of our community becoming the breeding ground for deterioration and crime.

Responding to the deep concerns of the leadership of the community within a two-month time frame required that this work be viewed as a first step in a process which will involve the entire community. This is a strategy, not a plan. It is intended to point out the directions we must go to achieve revitalization goals.

### The Process

Actual production of the Neighborhood Revitalization Strategy and Background Report required reassignment of key city staff. The Mayor's Office re-deployed staff full-time for a period of almost eight weeks. Core staff came from the Portland Development Commission, the Bureau of Planning, the Bureau of Community Development, the Police Bureau, and the Housing Authority of Portland. Staff assistance was also received from the City-School liaison and the Office of Neighborhood Associations.

Over the course of the project, the staff conducted research, gathered information and data, and prepared the strategy and background report. This process involved consultation with other city bureaus, county departments, and school district officials and other public and private agencies identified above. More than twenty official liaisons and other contacts from these entities were designated and used to assist gather information and identify issues. Regular meetings of the staff and liaisons were held weekly. Numerous briefings were made to neighborhood and business associations and community leaders to discuss the project and solicit comments, advice, and participation. Review and comment was also obtained from Commissioner's assistants in the city and county and from Neighborhood District Coordinators.

### C. IMPLEMENTATION PLAN

The implementation plan for the Neighborhood Revitalization Strategy includes three components: creation of a Neighborhood Revitalization Panel, the establishment of a process for community involvement, and a process for formalizing participation of public and private agencies. These components are described below.

#### 1. Neighborhood Revitalization Management Panel

A Neighborhood Revitalization Management Panel should be convened to develop a coordinated revitalization action plan and to oversee work toward immediate goals.

##### **Charge:**

- \* Following a community workshop, establish an on-going mechanism to use the Neighborhood Liveability Data and other pertinent information defined in the workshop to determine the neighborhoods to be targeted and seek adoption of this mechanism by participating jurisdictions.
- \* Coordinate existing initiatives, programs, and plans.
- \* Define and implement a process for review of major new initiatives and programs which will utilize the priority issues identified in this report as factors to be evaluated in a neighborhood liveability impact analysis.
- \* While providing management for other components of the charges, define a permanent structure to replace the Panel within two years.
- \* Oversee broad-based community involvement in carrying out neighborhood revitalization efforts.
- \* Prepare periodic reports detailing progress in addressing Neighborhood Revitalization efforts for distribution to participating jurisdictions and the public.
- \* Direct the citizen budget advisory committees of each jurisdiction to address neighborhood revitalization issues in development of agency budgets.

**Membership:**

The membership of the panel should include one representative each from the leadership of the City, County, Portland Public Schools, Housing Authority of Portland, United Way, Chamber of Commerce, and five citizen representatives, at least three of whom are drawn from neighborhoods which have been targeted for specific revitalization assistance. Citizen members shall be chosen in a process defined by the Community Workshop and shall be confirmed by all participating jurisdictions.

**Staffing:**

Assign lead responsibility to the City of Portland with dedicated staff from it and the County. Each of the remaining members shall provide staff assistance to their representatives on the Panel. Staffing for the citizen representatives shall be provided by the City's Office of Neighborhood Associations and the County Citizen Involvement Office.

**2. Community Involvement**

A Community Workshop should be convened to bring community leaders together with citizen representatives from existing projects and task forces to provide formal input to the Neighborhood Revitalization Strategy development process and design on-going procedures for providing community involvement to the Neighborhood Revitalization Management Panel.

**Charge:**

- \* Critique the Neighborhood Revitalization Strategy and recommend changes and improvements. Particular emphasis should be placed on establishing a method to use the Neighborhood Liveability Data for targeting neighborhoods that are severely impacted, moderately impacted and substantially at-risk of becoming deteriorated.
- \* Develop criteria for the selection of citizen representatives to the Neighborhood Revitalization Management Panel.
- \* Design on-going relationships to provide community involvement for Neighborhood Revitalization Management Panel as it carries out its charges.
- \* Build on the existing citizen involvement structures of the participating jurisdictions to maintain community

consensus and represent that consensus before the Panel.

**Staffing:**

The Community Workshop will be supported by a facilitator and a technical resource group made up of representatives of programs having significant impact on liveability issues. On-going support in relation to the Neighborhood Revitalization Management Panel is described in the preceding section.

3. Formalizing Participation by Agencies

Efforts shall be made to secure formal acceptance of the Neighborhood Revitalization Strategy. At a minimum, this will include each jurisdiction designating a representative to serve on the Neighborhood Revitalization Management Panel.

For the City of Portland, the staff of the Neighborhood Revitalization Management Panel will be responsible for coordinating City issues through the Strategic Planning Committee process adopted in Resolution No. 34436.

**D. SUMMARY OF PRIORITY ISSUES**

1. Basic Emphasis

**Jobs**

With the overall economic health of the City strong and improving, new job creation has reached record levels and unemployment has declined to less than 5%. Yet many neighborhoods are experiencing high unemployment and blighted commercial districts. The opportunity now exists to focus efforts and insure that the neighborhoods most in need fully benefit from these trends.

**Charge:** To the Private Industry Council to:

- \* Convene a coordinated public planning process to define how new jobs can be linked directly to the unemployed and underemployed residents of neighborhoods. This project should build upon the work of the Northeast Neighborhood Coalition Economic Development Forum and the North/Northeast Task Force.

**Charge:** To the Portland Development Commission to:

- \* Conduct, with neighborhood involvement, an assessment of economic development and business retention efforts

to ensure the effective use of resources in meeting the revitalization needs of neighborhoods and their commercial and business districts.

## **Housing**

With area residents placing a high value on homeownership and liveability in residential neighborhoods and being faced with 2,000 to 3,000 vacant or abandoned houses, and over 25,000 households living in substandard housing, and with federal housing assistance funds failing to meet the growing demand from special needs populations, City, County, non-profit and private sector housing organizations must coordinate their resources to revitalize distressed neighborhoods and ensure that everyone in the community is adequately housed.

**Charge:** To the Neighborhood Revitalization Management Panel to:

- \* Serve as the coordinator of housing issues during the analysis of the Housing Management Plan Report and to designate a single entity with lead responsibility for housing policy development, planning and management of the housing resources in Multnomah County.

**Charge:** To the City Council and County Board of Commissioners to:

- \* Promptly consider the recommendations of the Vacant and Abandoned Buildings Task Force and take appropriate action. Particular emphasis should be placed upon:
  - targeting various efforts to reclaim vacant and abandoned housing;
  - city acquisition and receivership of abandoned houses;
  - expanded program options to rehabilitate and reoccupy vacant and abandoned houses;
  - projects that promote private sector, neighborhood and city cooperation in marketing vacant houses;
  - preventative programs to halt the cycle of abandonment and neighborhood disinvestment.

**Charge:** To the Bureau of Planning to:

- \* Carry out, through the Zoning Code Re-write Project and the neighborhood planning process:
  - preservation of existing housing and residentially-zoned land for residential uses;
  - an assessment of the housing needs in mid-Multnomah County;

--revision of the siting criteria for special needs and institutional housing.

### **Public Safety**

With City, County, State, and Federal law enforcement and justice system officials cooperating at unprecedented levels, and with new correction facilities and programs coming on line, the community has a good opportunity to develop a comprehensive multi-jurisdictional crime reduction initiative.

**Charge:** To The Safer City Plan Implementation Team to:

- \* Expand membership to include representation from all local jurisdictions and provide oversight of all existing plans, programs and initiatives concerned with Public Safety.
- \* Place emphasis on immediate actions available to improve ways citizens and law enforcement agencies can work together to reduce crime.
- \* Identify intermediate range actions to increase deterrents, enforcement, jails, and alternative sanction programs.
- \* Recommend the long range actions that will be required to eliminate the root causes of crime.

**Charge:** To the Bureau of Emergency Communications users group, with assistance from U.S. West Communications, to:

- \* Evaluate use of non-emergency police telephone numbers and reserve 911 for true emergencies, as well as to evaluate the cost effectiveness of enhancing 911 capability.

**Charge:** To the Neighborhood Revitalization Management Panel to create an inter-jurisdictional neighborhood services task force to:

- \* Evaluate a flexible or staggered working schedule for agencies whose services affect neighborhood liveability. The evaluation should consider impact on police services of such schedules.

**Charge:** To the Office of Neighborhood Associations Neighborhood Crime Prevention Program and Portland Police Bureau to:

- \* Develop a resolution conferring recognized status on Neighborhood Watch-based citizen patrols.

**Charge:** To Portland Police Bureau to:

- \* Design and deploy enforcement and interdiction programs which focus on habitual offenders and, in consultation with the Neighborhood Crime Prevention Program, address chronic call locations.

2. Community Services

**Education and Youth Services**

With educational levels high, Scholastic Aptitude Test scores among the highest in the nation, one of the best-financed school systems in the nation serving the majority of metropolitan-area elementary and secondary students, and with a very strong interest and participation in addressing youth issues, this community has the potential to guarantee employment and high quality life to every youngster.

**Charge:** To the Leaders Roundtable to:

- \* Coordinate youth planning activities and to identify methods of linking youth education and planning, as well as local postsecondary education to neighborhood revitalization efforts.

**Charge:** To the Office of Neighborhood Associations and school districts to:

- \* Mutually explore the creation of a library or data bank of local school information that can be readily accessed by neighborhood associations.

**Charge:** To school boards to:

- \* Take part in the process of amending Portland's City-School Policy and to consider adoption of the amended document.

**Charge:** To the Office of Neighborhood Associations to organize neighborhood-based groups to:

- \* Work with local churches, employers, schools and branch offices of agencies such as Children's Services Division, Adult and Family Services and the Employment Division to find creative ways to develop neighborhood-based parent information centers.

**Charge:** To postsecondary education administrators, City Council and Chamber of Commerce to:

- \* Develop emphasis in Portland-area postsecondary institutions on research and analysis of neighborhood liveability issues and the correlation with neighborhood stability and crime rates.

### **Parks and Recreation**

With one of the largest urban park networks of any U.S. metropolitan area and extensive and varied cultural and entertainment opportunities, this community has the potential to provide for the recreational needs of all its citizens. At a local level, however, perceived safety problems, the lack of facilities, lack of outreach staff, and funds to provide more inexpensive or free programs cause some neighborhoods to have inadequate recreational opportunities.

**Charge:** To the Bureau of Parks and United Way to:

- \* Provide easily affordable, innovative, and expanded neighborhood-based youth recreation programs during summer months and after-school hours to ensure opportunity to young people, especially those most likely to become involved in crime. Continue coordination with the Bureau of Police, the Youth Gangs Task Force, and neighborhood coalitions to improve safety in area parks. Continued and expanded cooperation with the public school system is encouraged.

**Charge:** To the Bureau of Parks and the Bureau of Community Development to:

- \* Look for ways to expand park and recreational facility development opportunities in park/recreational facility deficient areas.

**Charge:** To the Metropolitan Arts Commission to:

- \* Encourage grant applications which involve artists of all disciplines doing cooperative, neighborhood-based, high visibility projects which enhance neighborhood community pride. The Commission should work creatively with neighborhoods to look at how the Arts can enhance neighborhood revitalization.

### **Human Services**

With the successes experienced in the past three years coordinating efforts to address homelessness, this community has demonstrated its ability to set aside parochial jurisdictional views and meet serious problems in an effective way. While not all human service needs can be met, this demonstrated ability to

establish and meet priority needs can have a dramatic effect on neighborhood liveability.

**Charge:** To the Multnomah County Department of Human Services to:

- \* Access the city, county, United Way, and school districts' citizen involvement processes to develop a method of delivering services in a manner that supports neighborhood revitalization efforts.
- \* Coordinate the development of a community-wide legislative agenda which will effectively communicate to State and Federal governments the human service priorities of this community;
- \* Assume leadership for balancing the residential care requirements of special needs populations with neighborhood revitalization needs.

3. Environment and Infrastructure

**Land Use Planning and Zoning**

With a high quality urban environment and a nationally renowned comprehensive land use planning system in place, and with on-going citizen participation mandated, Portland is well-positioned to apply planning techniques to neighborhood areas with specific problems.

**Charge:** To the Bureau of Planning to:

- \* Develop alternative 3-5 year work program schedules that prioritize and initiate neighborhood-based projects including:
  - institutional use study
  - inner north-northeast district action plan
  - social service siting plan
  - commercial district revitalization plans
  - neighborhood-by-neighborhood data base and mapping in cooperation with the Office of Fiscal Administration.
- \* Provide technical assistance to prepare 3-5 small area neighborhood plans that emphasize short-term action elements in targeted neighborhoods.
- \* Keep the Zoning code Re-write Project on schedule.

**Charge:** To the city's Office of Fiscal Administration to:

- \* Convene representatives of appropriate jurisdictions to

determine the actions necessary to coordinate geo-based data systems to provide information concerning neighborhood liveability.

### **Transportation**

With an urban transportation system of over 2,000 miles having a capital value over \$2 billion, Portland manages a comprehensive network of local streets and arterials, bridges, street lights, traffic signals, and other structures of which 60 percent are in good or very good condition.

**Charge:** To the Bureau of Transportation to:

- \* Identify a long-term funding solution to meet repair and replacement needs, particularly those which support neighborhood-based projects.
- \* Place priority on improving substandard streets in targeted neighborhoods.
- \* Continue to refine the citizen involvement element for the Neighborhood Traffic Management Program in order to respond to neighborhood needs and concerns.

**Charge:** To Tri-Met to:

- \* Evaluate the 5-year Transit Development Plan (TDP) and implement those elements of the Plan that will enhance neighborhood liveability and revitalization with particular emphasis on avoiding diminishing or abandoning service to areas of socio-economic distress.

### **Public Facilities and Environmental Services**

With an abundance of clean drinking water and excess wastewater system capacity, and with over 1,500 miles of municipal water and sewer lines and pumping stations in place, the focus for public facilities is on increasing efficiency and on expansion of municipal services to mid-County. Marketing the water and sewer capacity for new plant location or expansion provides another opportunity for economic development activity.

**Charge:** To the Bureau of Environmental Services

- \* Proceed with the Mid-County Sewer Project and include it in:
  - a further exploration of payment options for affected property owners with special consideration of lower income residents' needs and financing alternatives for private plumbing costs.

--an analysis of the storm drainage needs of Mid-Multnomah County.

--coordination of sewer construction with streets maintenance and other neighborhood improvements.

--taking steps necessary to eliminate diversion of untreated sewage into Portland's rivers.

**Charge:** To the Solid Waste Oversight Committee to:

- \* Prepare findings and recommendations on mandatory garbage collection, regulation of garbage haulers, and an expanded waste reduction effort.

**Charge:** To the Commissioner of Public Utilities:

- \* Develop methods of marketing excess water and sewerage capacity as part of the region's economic development program.

**Charge:** To the Bureau of Buildings to:

- \* Recommend actions necessary to increase nuisance abatement efforts in conjunction with the new lien foreclosure policy.

**Charge:** To the Bureau of Environmental Services and the Bureau of Transportation Maintenance to:

- \* Examine the impact of increased street sweeping on sewerage and storm sewer treatment and maintenance costs. The feasibility of including portions of street sweeping costs in sewer rates should be evaluated.

## E. TARGETING

Targeting is defined by this project as a means of concentrating monetary, personnel and service resources in small areas, such as several blocks in a neighborhood, to create a positive, identifiable result.

It is expected that use of a targeted approach will leverage additional private investment and result in impacts greater than those achieved by dispersing limited resources over a larger area.

Determining which neighborhoods (as well as the exact locations in those neighborhoods) to target is the responsibility of the Neighborhood Revitalization Management Panel. It will carry out that responsibility after the community workshop assists in establishing a method to use the Neighborhood Liveability Data which follows.

Priority attention will be given to target areas. This means the areas could have both first access to existing programs and services as well as receiving assistance in tailoring programs to their specific needs. All jurisdictions are expected to collaborate in the development of action plans for the targeted areas. Target areas will be selected that are severely impacted, moderately impacted and substantially at-risk of being impacted.

The community workshop process is expected to identify how a community-wide consensus can coalesce around the targeting concept. Such a consensus is critical to the success of the revitalization effort.

## NEIGHBORHOOD LIVEABILITY DATA

The following are neighborhood liveability factors presently available according to neighborhood association boundaries. While other factors exist, these were selected for their strong correlation with other indicators of neighborhood liveability in a variety of functional areas, as well as their availability by neighborhood. The factors reflect both socio-economic and environmental conditions. What follows are data indicators which will be used by the community workshop and the Neighborhood Revitalization Management Panel in making targeting decisions.

<u>Data Indicator</u>	<u>Data Source</u>
1. Percent owner-occupied	NIP
2. Median house value	NIP
3. Median contract rent	NIP
4. Percent vacant/abandoned single family housing	Vacant/Abandoned Bldg. Task Force (Water Bureau)
5. Poor housing conditions ranking	BOB/BOP Report
6. Median household income	NIP
7. Percent female-headed household below poverty	Census
8. Nuisance complaints (ie., noise, refuse, abandoned autos towed)	NIP/BOB
9. Index crimes against persons/1000	PPB, Planning & Research Div.
10. Index crimes against property/1000	PPB, Planning & Research Div.
11. Drug arrests/1000	PPB, Planning & Research Div.
12. Percent unemployed	NIP
13. Percent high school graduate	NIP
14. Percent unimproved streets	NIP
15. Court supervised persons/1000	D.P., Multnomah County

NIP - Neighborhood Information Profile Report  
 PPB - Portland Police Bureau  
 BOB - Bureau of Buildings  
 BOP - Bureau of Planning  
 D.P. - Division of Probation, Multnomah County

NEIGHBORHOOD LIVABILITY DATA

Neighborhood	Pop.	Perc. HS Grad.	Perc. Owner Occup. Housing	Median Value Housing	Median Rent	Median Income	No. of Percent			% Female Headed Hshlds Below Poverty	Percent Vacant S Family	Drug Cases Per 1000 Pop.	Indx crm against Persons Per 1000 Pop.	Indx cr against Property Per 1000 Pop.	Poor Housing Cond. Avg. Ranking	Super-vised Persons Per 1000 Pop.
							Compl.	Unimpr. Streets	Percent Unemp.							
<b>NORTH</b>																
Arbor Lodge	5,898	73%	73%	\$45,700	\$204	\$16,108	212	2.0%	7.8%	44.7%	1.714%	1.7	21.2	119.0	24.2	1.4
Kenton	6,622	66%	70%	\$42,000	\$209	\$14,926	304	3.0%	11.5%	26.7%	2.503%	2.6	38.1	147.1	25.4	4.5
Linnton	827	66%	72%	\$53,500	\$210	\$12,875	19	19.0%	14.6%	26.7%	*	0.0	23.0	127.0	26.0	0.0
Overlook	6,510	70%	66%	\$45,700	\$187	\$16,456	245	2.0%	10.0%	24.9%	2.312%	7.4	30.1	144.9	19.4	2.0
Portsmouth	7,807	63%	46%	\$41,700	\$183	\$12,247	206	2.0%	13.3%	54.8%	2.924%	2.0	36.1	107.1	17.8	4.1
St. Johns	12,914	62%	54%	\$40,500	\$212	\$14,092	411	7.0%	7.8%	29.4%	2.656%	2.8	26.2	124.7	16.2	2.7
Univ. Park	5,072	70%	76%	\$50,200	\$204	\$16,600	126	4.0%	8.9%	30.7%	1.310%	0.4	12.8	96.6	28.2	1.0
<b>INNER NORTHEAST</b>																
Boise	3,328	55%	43%	\$30,600	\$175	\$8,529	181	0.0%	16.9%	62.1%	15.484%	25.2	66.4	149.0	14.2	5.1
Concordia	10,610	77%	74%	\$48,500	\$214	\$15,747	486	2.0%	5.1%	21.1%	2.728%	1.2	19.4	130.1	23.0	2.5
Eliot	2,709	58%	38%	\$32,900	\$156	\$8,241	224	*	14.0%	52.3%	13.372%	23.7	72.6	378.7	9.0	5.2
Humboldt	5,089	62%	43%	\$38,800	\$158	\$8,844	277	0.0%	9.0%	61.8%	7.009%	11.4	70.7	198.1	12.8	4.4
Irvington	8,963	80%	53%	\$65,700	\$217	\$16,384	288	0.0%	8.0%	22.4%	0.883%	1.1	24.3	94.0	17.2	1.4
King	5,882	57%	52%	\$35,300	\$175	\$10,247	442	1.0%	15.7%	37.0%	10.875%	23.6	99.1	197.6	12.2	7.2
Lower Albina	198	*	3%	*	\$165	*	20	6.0%	na	na	na	na	na	na	na	0.2
Piedmont	6,500	70%	73%	\$44,400	\$211	\$16,027	243	5.0%	10.1%	27.5%	2.191%	2.5	23.7	117.5	24.2	1.7
Sabin	3,456	74%	66%	\$43,900	\$219	\$15,152	226	0.0%	12.1%	34.7%	5.466%	2.6	29.4	110.3	24.6	5.9
Vernon	3,082	60%	52%	\$36,600	\$183	\$13,716	161	0.0%	10.5%	34.7%	7.255%	14.9	62.0	131.7	20.4	7.0
Woodlawn	4,777	64%	71%	\$40,100	\$219	\$13,429	287	3.0%	11.9%	28.9%	4.913%	2.5	36.4	127.1	24.8	3.6
<b>CENTRAL NORTHEAST</b>																
Airport Way	1,426	64%	49%	\$35,714	\$238	\$13,229	39	7.0%	14.6%	72.0%	na	na	na	na	na	na
Alameda	4,608	90%	92%	\$68,100	\$309	\$23,678	86	0.0%	3.9%	5.6%	0.297%	0.4	3.6	80.5	40.0	0.7
Beaumont-Wils	4,907	83%	89%	\$62,200	\$259	\$20,616	116	1.0%	5.1%	9.7%	1.061%	0.0	5.5	59.9	36.0	0.8
Cully	6,376	74%	65%	\$43,932	\$243	\$14,755	168	11.1%	3.0%	35.9%	na	na	na	na	na	4.4
East Columbia	486	74%	71%	\$62,400	\$253	\$24,643	5	16.0%	4.7%	33.3%	6.329%	5.7	39.9	379.8	37.3	*
Grant Park	3,748	89%	87%	\$65,400	\$252	\$23,153	77	0.0%	4.0%	25.2%	0.223%	1.1	20.8	108.6	35.6	0.3
Hollywood	1,482	63%	68%	\$69,300	\$289	\$22,445	43	0.0%	10.1%	41.7%	1.026%	4.0	45.9	226.0	17.2	1.4
Lloyd Ctr.	568	71%	29%	\$43,400	\$202	\$7,698	34	0.0%	3.0%	*	na	na	na	na	24.0	na
Madison North	7,110	72%	69%	\$44,477	\$260	\$14,843	238	7.0%	6.9%	23.7%	na	2.0	14.5	80.6	na	1.4
Madison South	7,724	77%	65%	\$54,800	\$243	\$15,173	205	5.0%	na	na	na	0.8	9.5	81.7	na	1.2
Rose City Par	9,192	82%	74%	\$59,100	\$221	\$17,203	199	*	5.0%	10.3%	0.699%	1.2	7.8	61.1	26.0	1.1
Sullivans Gul	2,554	80%	27%	\$59,500	\$218	\$11,840	84	2.0%	2.6%	10.0%	3.409%	0.8	23.1	218.5	19.2	2.8
<b>OUTER NORTHEAST</b>																
Argay	4,710	86%	66%	\$77,700	\$303	\$23,488	60	0.0%	3.8%	8.0%	na	0.9	8.1	85.6	na	1.7
Clifgate	3,648	87%	85%	\$68,600	\$272	\$24,310	23	0.0%	na	na	na	na	na	na	na	1.7
CSS	67	*	*	*	*	*	1	14.0%	8.9%	0.0%	na	na	na	na	na	na
Parkrose	2,395	78%	52%	\$49,844	\$225	\$16,250	78	4.0%	4.8%	20.5%	na	6.0	19.8	110.1	na	na
Parkrose Ind	363	52%	39%	\$42,857	\$250	\$15,312	29	5.0%	12.6%	42.9%	na	na	na	na	na	na
Parkrose Hgts	4,881	77%	62%	\$53,939	\$296	\$17,081	82	3.0%	5.4%	5.4%	na	0.4	5.7	51.3	na	1.3
Summer Place	1,054	83%	75%	\$49,223	\$290	\$21,583	12	1.0%	7.6%	9.6%	na	na	na	na	na	2.0
Woodland Park	167	76%	37%	\$55,555	\$292	\$12,045	4	0.0%	6.2%	14.3%	na	0.0	5.2	62.8	na	na

NEIGHBORHOOD LIVABILITY DATA

Neighborhood	Pop.	Perc. HS Grad.	Perc. Owner Occup. Housing	Median Value Housing	Median Rent	Median Income	No. of Nuis. Compl.	Percent Unimpr. Streets	Percent Unemp.	% Female		Drug Cases Per 1000 Pop.	Indx crm against Persons Per 1000 Pop.	Indx cr against Property Per 1000 Pop.	Poor Housing Cond. Avg. Ranking	Super-vised Persons Per 1000 Pop.
										Headed Hsholds Below Poverty	Percent Vacant S Family					
<b>INNER SOUTHEAST</b>																
Brooklyn	3,420	74%	38%	\$45,400	\$212	\$12,277	211	1.0%	8.7%	45.3%	2.051%	2.0	17.0	106.4	21.8	1.8
Buckman	7,413	72%	14%	\$45,500	\$182	\$9,944	531	1.0%	10.5%	44.0%	5.651%	14.0	35.7	229.3	9.0	5.8
Hosford-Abern	7,505	75%	50%	\$56,200	\$192	\$14,740	384	2.0%	7.6%	20.9%	1.659%	1.6	13.7	140.7	13.0	1.7
Kerns	5,031	73%	19%	\$47,300	\$187	\$10,325	240	0.0%	8.0%	21.2%	2.316%	4.2	33.4	177.7	11.4	6.8
Richmond	11,976	72%	60%	\$49,000	\$217	\$15,495	412	1.0%	7.1%	16.3%	1.252%	1.4	11.4	82.7	14.0	2.5
Sellwud-Morela	11,010	70%	52%	\$49,900	\$207	\$13,041	345	2.0%	6.5%	17.0%	0.117%	1.5	9.4	94.0	13.6	1.9
Sunnyside	7,191	74%	33%	\$44,800	\$194	\$11,607	422	0.0%	9.5%	27.6%	1.699%	2.2	18.6	141.8	11.4	2.5
<b>OUTER SOUTHEAST</b>																
Ardenwald	585	90%	90%	\$76,087	\$358	\$23,750	7	12.0%	4.5%	21.4%	na	0.0	8.5	54.7	na	na
Brentwd-Darln	4,178	64%	66%	\$37,500	\$274	\$14,671	105	18.0%	9.9%	27.2%	4.749%	6.2	21.0	142.9	na	8.5
Center	4,863	76%	46%	\$52,600	\$217	\$14,393	169	*	2.7%	22.8%	1.414%	1.1	5.3	62.2	22.4	1.3
Creston-Kenil	7,422	75%	39%	\$48,000	\$226	\$14,086	244	2.0%	6.4%	16.4%	3.029%	1.1	11.4	85.9	17.2	1.8
Eastmoreland	4,915	94%	89%	\$89,100	\$270	\$25,819	48	3.0%	2.2%	6.9%	0.308%	0.4	1.4	47.6	40.6	0.4
Foster-Powell	7,775	70%	61%	\$46,100	\$228	\$15,172	353	*	7.0%	21.9%	2.054%	2.3	13.9	111.0	20.6	2.3
Laurelhurst	4,968	90%	91%	\$69,300	\$276	\$24,382	125	0.0%	3.4%	14.1%	0.361%	1.8	4.4	65.0	39.8	1.4
Leach Garden	930	75%	95%	\$76,677	\$242	\$27,321	4	8.0%	5.9%	9.1%	na	na	na	na	na	na
Lents	11,779	69%	58%	\$46,000	\$233	\$15,967	479	6.0%	6.4%	25.3%	2.509%	6.0	20.1	153.4	18.6	4.1
Montavilla	14,023	73%	61%	\$47,200	\$227	\$15,283	387	4.0%	6.1%	14.3%	1.624%	1.9	13.2	105.6	22.0	2.1
Mt. Scott	6,651	68%	59%	\$43,300	\$220	\$14,737	377	3.0%	7.8%	26.7%	2.144%	3.2	12.5	101.5	28.0	4.1
Mt. Tabor	9,427	80%	66%	\$62,600	\$226	\$17,449	281	4.0%	3.7%	12.2%	0.954%	0.7	4.9	64.8	23.0	1.1
Pleasant Vall	973	77%	84%	\$60,870	\$294	\$20,625	35	4.0%	4.6%	*	1.875%	0.9	4.7	58.2	33.8	na
Reed	3,029	84%	38%	\$68,200	\$246	\$17,160	31	6.0%	2.0%	9.1%	0.792%	1.3	12.9	126.8	32.2	2.0
Reed Addition	82	*	*	*	*	*	9	34.0%	*	na	na	na	na	na	31.4	na
South Tabor	4,753	70%	62%	\$53,300	\$225	\$16,504	98	4.0%	5.2%	25.3%	2.656%	1.7	7.6	73.6	30.2	1.1
Woodstock	8,763	74%	75%	\$50,600	\$230	\$16,657	267	10.0%	6.5%	15.5%	0.640%	1.6	8.4	89.6	26.2	2.8
<b>EAST</b>																
Cherry Pk	2,929	76%	67%	\$57,377	\$292	\$19,828	34	11.0%	9.1%	21.2%	na	na	na	na	na	2.1
Gateway	1,510	80%	44%	\$53,292	\$281	\$15,733	29	11.0%	8.1%	12.7%	na	na	na	na	na	6.0
Powellhurst	1,277	68%	58%	\$44,910	\$268	\$17,635	15	*	7.2%	31.7%	na	na	na	na	na	na
<b>WEST/NORTHWEST</b>																
Arlington Hgh	407	*	96%	\$137,300	\$300	*	9	2.0%	*	*	na	0.0	2.5	127.8	46.4	na
Forest Park	344	*	86%	\$77,300	\$317	*	12	10.0%	2.3%	*	1.587%	0.0	11.6	125.0	48.3	na
Goose Hollow	4,851	83%	8%	\$126,800	\$199	\$10,666	74	0.0%	5.9%	8.6%	7.447%	2.1	12.4	145.5	11.0	1.0
Hillside	1,268	94%	97%	\$155,900	\$500	\$38,328	25	0.0%	3.4%	23.3%	0.628%	0.0	1.6	59.1	47.6	na
N. Park Block	18	*	*	*	*	*	23	6.0%	na	na	na	na	na	na	na	na
Northwest	11,430	78%	12%	\$80,806	\$173	\$8,982	639	2.0%	6.7%	28.7%	3.983%	5.6	22.0	163.3	7.2	3.0
Northwest Ind	99	*	*	*	*	*	10	2.0%	na	na	na	18.2	200.0	2,327.3	50.0	na
NW Ind. Addit	94	*	*	*	*	*	13	6.0%	na	na	na	na	na	na	na	na

NEIGHBORHOOD LIVABILITY DATA

Neighborhood	Pop.	Perc. HS Grad.	Perc. Owner Occup. Housing	Median Value Housing	Median Rent	Median Income	No. of Nuis. Compl.	Percent Unimpr. Streets	Percent Unemp.	% Female Headed Hsholds Below Poverty	Percent Vacant S Family	Drug Cases Per 1000 Pop	Indx crm against Persons Per 1000 Pop.	Indx cr against Property Per 1000 Pop.	Poor Housing Avg. Ranking	Super-vised Persons Per 1000 Pop.
<b>SOUTHWEST</b>																
Arnold Creek	667	85%	93%	\$82,510	\$321	\$29,609	7	16.0%	*	*	2.752%	0.0	0.0	28.0	46.0	1.6
Ash Creek	3,783	91%	67%	\$68,800	\$268	\$22,104	109	18.0%	4.9%	10.5%	2.752%	0.3	2.6	30.7	38.8	na
Bridlml-Rbt G	8,131	95%	75%	\$99,300	\$250	\$31,170	83	4.0%	3.6%	14.6%	0.658%	0.2	1.9	37.8	40.2	0.4
Collins View	1,393	85%	72%	\$69,900	\$239	\$20,660	61	12.0%	2.5%	45.0%	0.979%	0.7	3.6	76.8	35.6	1.5
Corbett-T. L.	3,375	82%	42%	\$58,900	\$245	\$13,450	198	5.0%	4.2%	17.8%	3.730%	2.7	14.5	209.5	25.4	2.4
Crestwood	954	87%	77%	\$67,600	\$347	\$25,781	22	15.0%	2.2%	*	0.836%	1.0	3.1	63.9	43.6	na
Dunthorpe	878	90%	*	*	*	\$25,179	0	0.0%	2.4%	0.0%	na	na	na	na	na	na
Far Southwest	958	93%	68%	\$69,700	\$264	\$20,893	29	28.0%	8.1%	*	0.962%	0.0	6.3	55.3	38.2	na
Hayhurst	4,253	89%	68%	\$69,300	\$289	\$22,445	65	5.0%	4.4%	15.8%	na	0.2	3.1	32.9	39.0	na
Healy Heights	290	*	97%	\$150,000	*	*	4	0.0%	*	*	na	0.0	0.0	20.7	42.8	na
Homestead	2,689	91%	39%	\$83,800	\$212	\$12,081	30	4.0%	4.4%	7.9%	1.042%	1.1	3.7	87.0	24.8	na
Jackson N.	2,720	88%	54%	\$71,900	\$265	\$19,084	31	22.0%	na	na	na	1.5	7.1	70.4	32.6	2.4
Jackson S	1,111	88%	54%	\$71,900	\$265	\$19,084	7	4.0%	na	na	na	na	na	na	32.6	2.4
Maplewood	2,212	88%	81%	\$70,400	\$319	\$26,222	24	10.0%	4.0%	8.7%	1.423%	0.0	2.3	24.9	40.8	na
Marshall Park	965	90%	86%	\$75,500	\$273	\$22,847	12	12.0%	2.5%	*	1.729%	1.0	2.1	36.3	42.6	na
Multnomah	5,833	89%	48%	\$62,223	\$255	\$18,934	128	17.0%	4.2%	22.7%	1.305%	0.8	2.9	53.4	30.2	na
South Burling	1,734	86%	77%	\$70,600	\$243	\$22,586	31	4.0%	2.7%	*	1.221%	0.6	2.3	43.8	36.0	1.8
Southwest Hill	4,011	96%	76%	\$139,900	\$251	\$33,320	100	1.0%	4.2%	*	0.510%	1.5	4.1	70.5	34.8	1.5
Sylvan	268	95%	86%	*	\$292	\$37,118	7	0.0%	15.4%	na	na	0.0	2.4	61.0	44.0	na
Upper Highlan	738	93%	88%	\$122,400	\$363	\$35,434	26	0.0%	1.1%	50.0%	1.017%	4.4	18.9	194.2	52.5	na
West Portland	2,434	88%	47%	\$67,500	\$292	\$17,197	65	32.0%	na	na	na	0.8	8.6	85.5	na	na
Westwood Hill	228	*	89%	\$129,800	\$350	*	2	0.0%	3.5%	na	na	0.0	0.0	21.9	47.8	na
Wilson	3,870	92%	52%	\$77,300	\$252	\$19,002	26	8.0%	3.5%	2.3%	na	2.1	9.0	76.7	33.4	na
<b>DOWNTOWN</b>																
Burnside	1,440	40%	1%	*	\$79	*	17	0.0%	33.2%	30.0%	11.111%	311.1	197.2	823.6	na	30.7
Downtown	7,087	74%	6%	*	\$154	\$6,492	51	0.0%	12.8%	27.4%	13.559%	72.4	95.5	778.5	na	6.4
Unknown Neigh	0	na	na	na	na	na	na	na	na	na	na	8.9	41.3	313.0	na	na
<b>CITY TOTAL</b>	<b>402,621</b>	<b>76%</b>	<b>55%</b>	<b>\$56,503</b>	<b>\$207</b>	<b>\$15,528</b>	<b>13,611</b>	<b>5.0%</b>	<b>6.9%</b>	<b>25.5%</b>	<b>na</b>	<b>5.7</b>	<b>21.6</b>	<b>135.9</b>	<b>na</b>	<b>2.7</b>

Please see attached for sources and footnotes.

## NEIGHBORHOOD LIVEABILITY DATA

### DEFINITIONS

#### INDICATOR

Population - The population is based on the 1980 census using city boundaries as of July 1, 1986.

Percent High School Graduate - Includes persons 25 years old and over who completed four years of high school as well as those who completed one or more years of college.

Percent Owner Occupied Housing - A housing unit is owner occupied if the unit is reported as owned or being bought by someone in the household even if the unit is mortgaged or not yet paid for.

Median Housing Value - The respondents estimate of how much the property would sell for on the current market or (for vacant units) the asking price at the time the Census was taken. Value was collected for one-family houses and condominium units, which were owner occupied or vacant for sale. Value includes the house and the land on which it stands. Median is the midpoint of all housing values where one-half are above this point and one-half are below.

Median Rent - For renter-occupied housing, the monthly rent agreed to, or contracted for, regardless of any furnishings, utilities, or services that may be included.

Median Household Income - The midpoint of the distribution of all household's incomes, including those with no income. A household includes all the persons who occupy a housing unit, whether they are related or not.

Number of Nuisance Complaints - Complaints concerning neighborhood nuisances and their control are handled by the Bureau of Buildings, Neighborhood Division. Data were taken directly from complaint files for the fiscal year 1985-86 and were computer processed.

Percent Unimproved Streets - Street type in miles was provided by the Bureau of Maintenance, Engineering Support Division. The number of miles of streets include all streets within the City limits except State maintained roads. "Unimproved" streets are defined as a dedicated street with no hard surface, i.e., dirt or gravel.

Percent Unemployed - The percent unemployed is the percent of civilians 16 years old and over who were not working at the time of the census, who were available to accept a job and were

looking for work during the previous four weeks.

Percent Female Headed Households, Below Poverty - This is a factor of the number of families with a female householder classified as below poverty level divided by the total number of families with a female householder. The income cutoffs to determine poverty level vary by family size, number of children, and age of the family householder. The average poverty threshold for a two-person family with the householder under 65 years was \$4,876 for the 1980 Census.

Percent Vacant Single Family - The percentage of single family housing units which have been vacant for six months or longer.

Drug Cases per 1000 population - The number of drug cases reported in 1987 for every one thousand persons residing in the area. Based on population calculated by the Police Bureau, using 1980 census data (city population is 423,180). A drug case is any incidence of drug abuse, including possession, sale, furnishing, cultivating, manufacturing, or obtaining unlawfully any illegal or dangerous drug. A case may include more than one person and more than one type of drug.

Index Crimes Against Persons per 1000 population - The number of index crimes against persons reported for every one thousand persons residing in the area. Index crimes against persons include murder, rape, robbery, and aggravated assault; and in this report, sodomy is included.

Index Crimes Against Property per 1000 population - The number of index crimes against property reported for every one thousand persons residing in the area. Index crimes against property include burglary (both residential and non-residential), arson, larceny and auto theft.

Poor Housing Conditions Average Ranking - Five components of housing condition are ranked for 73 neighborhoods from high to low; the average is the sum of all individual rankings divided by five. The five components are: Percent rated fair to poor by visual survey, number of housing complaints, percent rental, median rent, percent built before 1949. The lower the ranking number the lower the housing condition.

Supervised Persons per 1000 population - Multnomah County, Division of Probation. Number of people in the city under probation supervision. Does not include more than 5,000 additional people in the city under some other form of supervision, such as state probation supervision.

## NEIGHBORHOOD LIVEABILITY DATA

### NOTES

1. Neighborhood boundaries may vary slightly amongst the various indicators, due mainly to changes in boundaries over time.

2. NIP statistics were collected based on boundaries filed by neighborhood associations as of July 1986, except in the case of overlapping boundaries. If two or more neighborhoods overlap, the overlapping area is assigned to only one of the neighborhoods. See the 1986 Profiles and Profiles Map for exact boundaries.

Areas that are within the City, but have not formed a neighborhood association have been assigned names and are referred to as "unofficial" neighborhoods. Unofficial neighborhoods included in the Neighborhood Livability Data are: Airport Way, Cherry Park, Clifgate, Columbia South Shore, Cully, Dunthorpe, Jackson North, Jackson South, Leach Garden, Lloyd Center, NW Industrial Addition, N. Park Blocks, Parkrose Industrial Area, Powellhurst, Reed Addition, and Summer Place.

3. An asterix within the data either means the data was suppressed due to a small population in the neighborhood, which results in an insufficient sample size. "NA" means the data has not been compiled. "LT" means the number is less than one percent.

4. A small residential population and/or a large work force, such as in the Downtown and Burnside neighborhoods, can distort areas' rate per 1000 population values.

NEIGHBORHOOD LIVABILITY DATA  
SOURCES

<u>Indicator</u>	<u>Source</u>
Population	1986 NIP
Percent HS Graduate	Ibid
% Owner Occupied Housing	Ibid
Median Housing Value	Ibid
Median Rent	Ibid
Median Household Income	Ibid
Number of Nuisance Complaints	1986 NIP
	Based on 1986-87 actual recorded complaints.
% Unimproved Streets	1986 NIP
	Based on 1986 street data provided by the Bureau of Maintenance.
% Unemployed	1980 Census
% Female Headed Households, Below Poverty	1980 Census
% Vacant Single Family	Vacant and Abandoned Buildings Task Force, on 1988 water service data provided by the Water Bureau.
Drug Cases, Index Crimes Per 1000 Population	Crime Prevention Division
	Data are for 1987 offenses & cases.
Poor Housing Conditions Average Ranking	Report of the Code Compliance Task Force, Nov. 1984, Bureau of Buildings.
Supervised Persons per 1000 population	Multnomah County, Division of Probation. August, 1988. Number of people in the city under probation supervision. Does not include more than 5,000 additional people in the city under some other form of supervision such as state parole or state probation supervision.

**DRAFT**

**NEIGHBORHOOD REVITALIZATION STRATEGY REPORT**

**BACKGROUND REPORT**

**October 14, 1988**

### Portland City Council

Mayor J.E. Bud Clark  
Commissioner Earl Blumenauer  
Commissioner Dick Bogle  
Commissioner Bob Koch  
Commissioner Mike Lindberg

### Participating Agencies

Housing Authority of Portland  
Multnomah County  
Portland Development Commission  
Portland Metropolitan Chamber of Commerce  
Portland Public Schools  
United Way of the Columbia-Willamette

### Project Liaisons

Marcia Douglas, City-School Liaison  
Bill Garbett, Portland Public Schools  
Babette Means, Office of Fiscal  
Administration  
Grant Nelson, Multnomah County Commission  
Chair Gladys McCoy  
Sarah Newhall, Office of Neighborhood  
Associations  
Blanche Schroeder, Portland Metropolitan  
Chamber of Commerce  
Michael Schultz, United Way  
Bill Thomas, Multnomah County, Department of  
Human Services  
Jim Voight, Portland Public Schools

**NEIGHBORHOOD REVITALIZATION STRATEGY REPORT  
BACKGROUND REPORT**

**October 14, 1988**

**Office of the Mayor**

**J.E. Bud Clark, Mayor  
J. Daniel Steffey, Project Manager**

**Project Staff**

**Zola Andrews, Mayor's Office  
Dave Austin, Portland Police Bureau  
Bob Clay, Bureau of Planning  
Jean Gordon, Portland Police Bureau  
Mary Holley, Housing Authority of Portland  
Martha McLennan, Portland Development Commission  
Judy Shields, Bureau of Community Development**

# NEIGHBORHOOD REVITALIZATION STRATEGY

## BACKGROUND REPORT

October 14, 1988

### Table of Contents

	<u>Page No.</u>
I. Introduction	1
II. Community Participation	
A. History of Portland Neighborhoods	2
B. Community Involvement	3
1. Assessment	
2. Relevant Programs and Initiatives	
3. Findings	
4. Objectives	
5. Bibliography	
III. Basic Emphasis	
A. Jobs and Business Development	9
1. Assessment	
2. Relevant Programs and Initiatives	
3. Findings	
4. Objectives	
5. Bibliography	
B. Housing	15
1. Assessment	
2. Relevant Programs and Initiatives	
3. Findings	
4. Objectives	
5. Bibliography	
C. Public Safety	23
1. Assessment	
2. Relevant Programs and Initiatives	
3. Findings	
4. Objectives	
5. Bibliography	
IV. Community Service	
A. Education and Youth Services	31
1. Assessment	
2. Relevant Programs and Initiatives	
3. Findings	
4. Objectives	
B. Parks and Recreation	36
1. Assessment	
2. Relevant Programs and Initiatives	
3. Findings	
4. Objectives	
5. Bibliography	

C.	Human Services	42
	1. Assessment	
	2. Relevant Programs and Initiatives	
	3. Findings	
	4. Objectives	
	5. Bibliography	
V.	Environment and Infrastructure	
A.	Land Use and Zoning	50
	1. Assessment	
	2. Relevant Programs and Initiatives	
	3. Findings	
	4. Objectives	
	5. Bibliography	
B.	Transportation	64
	1. Assessment	
	2. Relevant Programs and Initiatives	
	3. Findings	
	4. Objectives	
	5. Bibliography	
C.	Public Facilities and Environmental Services	71
	1. Assessment	
	2. Relevant Programs and Initiatives	
	3. Findings	
	4. Objectives	
	5. Bibliography	
VI.	Neighborhood Liveability Background Information	
A.	Background	76
B.	Targeting - Questions and Answers	77
C.	Liveability Factors by Functional Issue	82
D.	Portland Citywide Data Fact Sheet	89
E.	Bibliography	91

## I. INTRODUCTION

The Neighborhood Revitalization Strategy Background Report is a companion piece to the Neighborhood Revitalization Strategy, prepared at the direction of City Council, to coordinate efforts at neighborhood development among local governmental jurisdictions. This Background Report provides specific information on the major issues identified in the Strategy that affect neighborhood liveability.

The Neighborhood Revitalization Strategy identifies ten issue areas which have a direct impact on neighborhood development and liveability. The ten issues have been sorted into four groups. "Community Participation" leads the issues categories in recognition of the need for meaningful citizen involvement in all planning and implementation strategies for neighborhood revitalization. The "Basic Emphasis" category includes those issues that are of primary concern to all neighborhoods: jobs and business development, housing, and public safety. Issues drawn from education and youth services, parks and recreation and human services have been grouped in a "Community Services" section of the report. Finally, those issues related to the "Environment and Infrastructure" have been grouped together.

The Strategy recommends that these issues be considered for all future planning and development activities and that an on-going coordinating body be created to bring together representatives from local governmental jurisdictions and the community.

This Background Report provides an evaluation of current efforts and findings regarding future needs that led to the recommendations made in the Strategy.

## II. COMMUNITY PARTICIPATION

### A. HISTORY OF PORTLAND NEIGHBORHOODS

"GOOD CITIZENS ARE THE RICHES OF A CITY" (C E S Wood).

Portland's Skidmore Fountain proclaims for all to see this City's lasting commitment to citizen involvement in local government.

Portland's network of neighborhood associations is a model for the nation. More than 50 years ago, neighborhoods began organizing into informal associations to address community issues. The rising problem of juvenile delinquency prompted those first groups to take action. Later, threatened by the unchecked expansion of freeways and industry, community coalitions organized to preserve the residential quality and liveability of their neighborhoods. Neighborhood boundaries generally followed elementary school attendance areas. Through the 1960's, during the Model Cities Program, neighborhood associations became more organized and involved in a broad range of decisions affecting their areas.

Today the efforts of these individual citizens working together to better their community have created 90 diverse neighborhoods, each with its own distinctive character. Many of them now undertake neighborhood projects such as developing community gardens, coordinating neighborhood clean-ups and sponsoring annual festivals. These neighborhood associations are woven into the mosaic that makes Portland unique.

Since 1974, neighborhood organizations have maintained direct contact with the City through the Office of Neighborhood Associations (ONA), reinforcing the City's commitment to an informed and involved citizenry.

At the same time, neighborhoods outside the City of Portland were organizing to have a greater say in the development of their areas. These community groups, originally developed to deal with land use planning issues, now address a wide array of neighborhood issues.

Local neighborhood organizations in the City of Portland are clustered into seven geographic regions, under District Coalition Boards. The County is also organizing non-City associations into an East County Coalition. These Coalition Boards are staffed to provide support services and technical assistance to local neighborhood associations.

During the past five years, the City of Portland has been involved in the largest urban annexation program in the nation. Neighborhoods, previously organized through Multnomah County, are now coming into the City. Today the City of Portland covers 132

square miles, has a population of 420,000, and has a neighborhood network containing 90 recognized neighborhood associations.

The Neighborhood Revitalization Strategy Project recognized from the beginning that neighborhood development without active involvement from citizens in affected areas would be doomed to failure. Therefore, the first issue area to be considered in this Report is that of Community Involvement.

## B. COMMUNITY INVOLVEMENT

### Assessment

The issue of community involvement is often overlooked in evaluating the liveability of neighborhoods, but it is nonetheless important. The availability and level of citizen involvement in government processes is critical to the creation and maintenance of viable neighborhoods.

Community involvement includes two different types of activities: 1) those that create communication/cooperation between citizens of a neighborhood or area; and 2) those that create communication/cooperation between citizens and public officials.

All government jurisdictions studied have some level of citizen participation activity and there is a high degree of similarity among jurisdictions in the types of participation opportunities offered. Most ongoing citizen participation activities deal with bureau level oversight of goals and budgets and are fairly well institutionalized.

Neighborhood associations provide more direct involvement by the public in specific issues affecting their neighborhoods, but most associations have a small core of neighborhood activists and the larger community only becomes involved when a specific critical issue affecting the neighborhood arises.

Major planning efforts by government jurisdictions do include a citizen participation component. However, ongoing activities, which also affect neighborhood liveability, have not always included such public input.

Citizens feel that they have expertise to offer government agencies regarding the needs of their neighborhoods and what types of programs will succeed. Some citizens feel that bureau/agency staff do not share this perspective and consequently avoid public involvement in planning and implementation strategies.

The success of programs which are designed to impact the liveability of neighborhoods is directly related to the extent to which the neighborhood feels ownership of the program. If

government is merely "doing to" the neighborhood, likelihood of the success of revitalization efforts is greatly reduced.

### **Relevant Programs and Initiatives**

#### **CITY OF PORTLAND**

A. Office of Neighborhood Associations

The Office of Neighborhood Associations (ONA) coordinates many of the currently available community involvement programs for the City.

These programs are designed to increase citizen participation at both the neighborhood and city-wide levels.

1. Neighborhood Associations: Nearly 90 Portland neighborhoods have some type of neighborhood citizen organization. These groups, representing specifically identified areas, give residents and property owners a chance to come together to work on issues affecting their neighborhood.
2. Neighborhood Needs Reports: The annual Neighborhood Needs Report process affords neighborhoods and coalitions the opportunity to suggest specific programs and projects for the City to undertake which impact the liveability of local neighborhoods.
3. Budget Advisory Committees: Currently, 20 citizen Budget Advisory Committees (BACs) are active in the City. These committees review policy, develop program priorities, and make budget recommendations. ONA has undertaken a program to expand participation by recruiting citizens from specific constituencies.

B. Housing and Community Development Program

The Bureau of Community Development administers the Housing and Community Development (HCD) Program, funded by the City's federal Community Development Block Grant (CDBG) entitlement. The HCD Program maintains a Citizen Participation Plan which outlines opportunities for citizen input into the HCD Program.

C. Bureau of Planning

The neighborhood planning process of the Bureau of Planning contains significant citizen participation. These plans, prepared for individual neighborhoods require extensive use of citizen committees and public meetings to develop a plan which meets the needs and wishes of residents of the neighborhood.

D. Bureau of Police

1. Precinct Councils: Each of Portland's three police precincts has a Precinct Council, made up of residents and business persons from the area. These councils meet regularly with police personnel to share ideas and concerns regarding police services to neighborhoods.
2. Ride Along Program: This program allows citizens to ride with and observe police officers performing their duties.

E. Mayor's Office

The Mayor's Office has instituted a mail/phone log process to assist in tracking responses to constituent requests. This log gives a record of all incoming calls/letters and the disposition of the request. Records are checked regularly and reminders sent to bureaus who have not responded to requests referred to them.

MULTNOMAH COUNTY

A. Citizen Involvement Office

The Citizen Involvement Office of the County administers the citizen participation activities of the County.

1. Neighborhood Associations: Neighborhoods outside of the City of Portland are also organized into neighborhood associations or community groups. These organizations perform the same type of issue-oriented citizen participation as City neighborhood associations.
2. Budget Advisory Committees: These committees, acting much the same as City BACs, oversee the various bureaus and departments of County government.
3. Citizen Involvement Committee (CIC): This committee assists citizens and neighborhood groups to effectively bring their concerns to appropriate agencies. The CIC does not involve itself in the merits of an issue, but in the process which shapes the issue. The CIC takes an active part in the operations of four major County departments: Human Services, Justice Services, Environmental Services, and General Services.
4. Public Information: The County publishes the Conduit bi-monthly and distributes 10,000 copies. This report covers a specific issue of interest to citizens (i.e. the next issue will deal with taxes). Additionally, the County conducts a

phone-in talk show through cable access on the same topic on a Sunday night following distribution of the newsletter.

The County is currently negotiating with the Town Hall television program, to do a program on citizen participation, which would include various levels of government.

- B. Housing and Community Development (HCD)  
Like the City of Portland, Multnomah County's HCD Program maintains a Citizen Participation Plan which outlines public input opportunities for County residents. This Plan sets out requirements for public notices, hearings, and availability of Program documents.

#### PORTLAND PUBLIC SCHOOLS

- A. Department of Public Information and Communications  
This department coordinates public participation activities for the School District.
1. Local School Advisory Councils: These groups, made up of local residents, including both parents and non-parents, meet with the local school principal to discuss issues such as setting of goals and budget priorities.
  2. Cluster Advisory Councils: Cluster Councils are organized around high school boundaries and include one representative from each LSAC. These groups have the same function as LSACs, but at a cluster level.
  3. Central Budget Review Committees (CBRC): Each of the six central departments of the School District has a CBRC. These committees review the operation of their respective departments, relative to district goals and budgeting requirements.
  4. Budget Coordinating Committee (BCC): The BCC is appointed by the School Board to review the annual findings of all other committees and provide recommendations to the Board.

#### Findings

- \* Citizen involvement offices of various governmental units should attempt to coordinate their activities.
- \* Governmental agencies should develop improved citizen information and referral services which include the ability to refer to other jurisdictions.

- \* The City should place special emphasis on working with newly annexed neighborhoods to familiarize citizens with the operation of City government, to recruit their participation in citizen involvement processes, and to assist in planning efforts for future neighborhood development.
- \* Planning processes which include targeting of programs or resources should include neighborhood input in the determination of targeting areas and development of programs to be used in those areas.

### **Objectives**

- \* Provide public access to policy and budgetary decision-making at all levels of government.
- \* Coordinate citizen participation activities among various levels of government.
- \* Strive to empower neighborhoods to direct their own futures through citizen participation activities.
- \* Use citizen participation activities to assist in the education of citizens.

## **Bibliography - Community Involvement**

**Office of Neighborhood Associations. Bureau Advisory Committee Reports (1988-89). Portland: February 20, 1988. Outlines recommendations of all BAC's for city bureaus, including budget and policy issues.**

**Office of Neighborhood Associations. Guidelines for Neighborhood Associations, District Coalitions, Boards, and the Office of Neighborhood Associations. Portland: April, 1987. Outlines rights and responsibilities of each level listed in title.**

**Bureau of Community Development. HCD Citizen Participation Plan. Portland: May, 1988. Outlines HCD Program citizen involvement strategies and activities.**

**Joseph, James A., President, Council on Foundations. Community-based Development: Renewing the Commitment. National Congress for Community Economic Development, Washington, D.C.: June, 1988. Basis for concept of community economic development (public/private partnerships).**

**Brooklyn Action Corps. Brooklyn Neighborhood Marketing Project. Portland: 1985. Outlines marketing to re-establish Brooklyn Neighborhood by increasing home ownership and local school attendance.**

**Bureau of Parks. Parks Futures Newsletters. Portland: 5/87; 8/87; 2/88; 5-8/88. Outlines ongoing process of park planning, including citizen participation process.**

**Portland Public Schools. Reference Guide to Citizen Involvement Process. Portland Public Schools: 1988-89. Outlines citizen participation activities and procedures.**

**Multnomah County Citizen Involvement Committee. Citizen Involvement Handbook. Multnomah County. Outlines citizen participation activities and procedures.**

**Department of Environmental Services. Citizen Participation Plan. Multnomah County: 1988. Outlines HCD Program citizen involvement activities and procedures.**

**Portland Police Bureau. General Order - Community Relations. Portland: December 20, 1987. Outlines procedures of Community Relations process.**

**Portland Police Bureau. General Order - Alcohol in Parks. Portland: August 5, 1983. Outlines procedure to prohibit alcohol in city parks.**

### III. BASIC EMPHASIS

#### A. BUSINESS AND JOBS DEVELOPMENT

##### Assessment

Portland is the financial, trade, transportation, manufacturing and service center for Oregon, southwest Washington and the Columbia River Basin. The area includes a job market of over 570,000 jobs. The wholesale and retail trade sector account for 26% of the total area employment, manufacturing represents about 18%, international trade and high technology are also significant sectors of employment. The percentage of employment in the government sector is lower in Portland than the national average.

Smaller firms contribute significantly to area employment. Over 90% of the firms in Oregon employ less than 20 people which represents 29% of the labor market. Over 56% of the labor market is in firms of less than 100 employees. Since 1981 firms with less than 20 employees have been the source of the vast majority of new jobs.

Employment has increased more rapidly in the Portland area than in the rest of the Pacific Northwest during the period from 1960 to 1987. During the 1970's the rate of employment growth exceeded U.S. averages. This rate of growth decreased as a result of the 1981-82 recession's impact on interest-rate-sensitive industries such as housing, lumber and wood products, and transportation equipment--all prominent industries in the local economy. In 1987 this growth rate surged suddenly with the creation of 48,000 new jobs in the Portland Metropolitan Statistical Area (PMSA).

The jobless rate for the Portland PMSA was unusually low in July 1988 at 4.8%. This compares with a Portland PMSA jobless rate in 1987 of 4.9% and a 1988 statewide jobless rate of 5.5%. This rate has been steadily declining since a high jobless rate of 9.6% in 1982. Unemployment rates throughout the city vary widely between neighborhoods. Rates from the 1980 census show a range of unemployment in Portland neighborhoods as low as 1.1% in the Upper Highland neighborhood and as high as 16.9% in Boise.

The health of neighborhood business and commercial districts throughout the city varies widely. Longstanding blighted conditions in some areas show no improvements while other districts thrive. Factors to evaluate and compare districts have not been generated at a neighborhood level. This is further complicated by the differing characteristics of each district. Some attempts to assess and document conditions within commercial districts have been undertaken such as the June, 1987 assessment of business retention and expansion in north Portland.

A variety of public services support the economy. Sewer, water, solid waste and transportation systems are all adequate to meet current and projected demands. The sewer and water systems have capacity in excess of current demand. A well water system has recently been completed in the Columbia Corridor to provide additional or emergency resources. Additional sewerage capacity is being developed in mid county. The Metropolitan Service District, the agency responsible for solid waste management, is currently planning new landfill capacity and alternative disposal methods.

Despite expansion of the transportation system, continued population growth will place increasing demands on existing resources. This is particularly true of the interstate highway system and the local network of streets and roads, although the main elements of the transportation system that will serve Portland in the year 2001 are in place today. Several projects that will expand or improve current facilities are slated for completion by 1990.

While the overall economic picture for Portland is relatively strong and improving, this is not consistent in all neighborhoods and commercial districts. Jobless rates in neighborhoods varies widely as does the vitality of business districts. The extent of these variances cannot be fully assessed with data which is currently available at the neighborhood level.

### **Relevant Programs and Initiatives**

#### Portland Development Commission (PDC)

The principal agency responsible for Portland's economic development activities is the Portland Development Commission. PDC organizes programs into three major efforts: improving Portland's central city, assisting local businesses with expansion and relocation activities, and recruiting new business to the area. A variety of programs are underway:

- Several large development projects are planned or underway in the central city area including Pioneer Place, Union Station, Phase 2 of Riverplace and the Oregon Convention Center.
- A comprehensive program of financial assistance for businesses includes six loan programs. These are linked to job creation efforts required of loan recipients in First Source Agreements with the Private Industry Council (PIC). Two programs are directed to minority owned businesses. Some programs are focused on identified business districts including the Northeast Target Area and Central Eastside Industrial District.

- The North/Northeast Enterprize Zone offers property tax abatement and local incentives for new investment within the zone. Job creation under the program is heavily targeted to residents of the zone.
- The Northeast Target Area Program is a comprehensive action-oriented approach to addressing the special needs of the northeast community. Assistance includes on-going support to business associations and interests, support of the Cascade Business Incubator, and implementation of the Northeast Area Focus Project. The Focus Area Project involves the cooperative efforts of PDC, the Planning and Building Bureaus' and the private sector in strengthening development opportunities in the proximity of the Cascade Incubator by actively marketing existing public programs and incentives.
- A new effort is underway in the development of the Employment Linkage Program. This program will formally link business recruitment, job creation, and employment access through an employment network of all relevant job referral and placement agencies. This single point of contact will link businesses with the recruiting, training and placement services of more than 20 separate agencies and organizations.
- A master implementation plan is being prepared for the Columbia South Shore Urban Renewal area. The South Shore is located in the Columbia Corridor, Portland's principal source of vacant industrial land.
- Assistance is on-going with over 100 companies currently considering Portland as a location for a new facility. Program efforts include preparation of market data, economic briefings, special studies, identification of sites and buildings, and links to job training and employment services. The program utilizes a computer inventory of available land and buildings; a special effort has been made to inventory available sites in the Northeast Focus Area.

#### The Private Industry Council (PIC)

The PIC is the agency which receives federal Job Training and Partnership Act (JTPA) funding and is responsible for the development of training and employment opportunities for low income individuals. They are involved in job training and placement efforts for more than 3200 persons each year. The PIC programs include job training, employment placement under First Source Agreements, youth employment programs, displaced worker and older worker and other special programs. The PIC serves Multnomah and Washington Counties and the City of Portland.

Many PIC programs are focused to meet the special needs of demographic groups (e.g., youth, welfare recipients, etc.). Their programs are not generally geographically based, though they are involved in outreach efforts in conjunction with neighborhood-based social service providers. The PIC is currently involved in the development of a North/Northeast Task Force program to serve 500 adults in this part of the city.

#### Community-Based Programs

The Northeast Neighborhood Coalition has recently organized a Jobs Committee in recognition of the critical need for employment and training efforts directed at neighborhood residents. This committee brings together the neighborhoods, employment and training service providers (PIC, State Employment Division, Urban League, Portland Community College, etc.), and social service providers (Multnomah County, State Welfare Office, etc.) to develop comprehensive strategies to meet these needs. A final report is expected within the next six months.

#### The Portland Investment

The Leaders Roundtable created the Portland Investment to provide employment for at-risk youth. The effort has affiliated 13 programs engaged in youth training and education.

#### Public Services and Infrastructure Development

- Plans are underway to market capacity in excess of current demand within the water and sewer system.
- The Metropolitan Service District, the agency responsible for solid waste management, is currently planning new landfill capacity and alternative disposal methods.

#### **Findings**

- \* There is uncoordinated and/or inadequate access for employers and job searchers to meet the employment and training needs of neighborhood residents.
- \* A comprehensive assessment of neighborhood business and commercial districts does not exist. Such an assessment would be valuable to assist in program development to meet the needs of these districts.
- \* Most economic development efforts and programs are targeted to large employers and industrial businesses. Since smaller employers create significant numbers of jobs, and since neighborhood commercial centers are comprised of smaller businesses, additional efforts should be focused on program design for these businesses.

- \* While some resources and programs have been targeted to geographic or neighborhood areas, significant improvements in those areas is not being seen. Additional targeting or marketing of programs may be warranted.

#### **Objectives**

- \* Develop policies and programs which continue to provide a climate for overall economic growth within the City of Portland.
- \* Recognizing the importance of small businesses to the creation of job opportunities, develop programs and policies which continue to assist these businesses.
- \* Recognizing the importance of strong neighborhood commercial centers to neighborhood livability, develop policies and programs to support and strenghten commercial business districts.
- \* Develop policies and programs to provide job training and job opportunities for City residents. Efforts should focus on those groups (geographic and demographic) most in need of assistance and should address the demands within the job market.

## Bibliography - Business and Jobs Development

Portland Development Commission. The Mission of the Portland Development Commission. Portland: July 6, 1988. A statement of the goals and objectives of the Portland Development Commission for 1988-89.

Portland Development Commission. Project Status Report. Portland; July, 1988 (updated monthly). Describes 38 programs and projects administered by the PDC.

Portland Development Commission. Proposed Oregon Convention Center Area Development Strategy. Convention Center Area: January, 1988.

Portland Development Commission. 1988-89 Budget. PDC: June, 1988. Annual budget with program descriptions.

Oregon Economic Development Department. The Business Growth/Decline Study. Oregon: June 1, 1988. Describes growth/decline of business and industry in Oregon from 1981 to 1986.

Oregon Economic Development Department. Partnerships: Making a Difference. Oregon: July, 1987. 1987 annual report to the Governor on accomplishments of private industry councils.

State Employment Division. Portland Labor Market Trends. Portland PMSA: August, 1988. Employment and unemployment statistics.

Portland General Electric. North Portland Business Retention & Expansion Assessment. North Portland: June, 1987. Private study of businesses in North Portland using survey technique; recommendations and proposals.

North Portland Citizens' Committee and Economic Development Committee. North Portland Economic Development Plan. North Portland: July 19, 1987. Action plan for economic development within North Portland.

Commissioner Bob Koch. Enterprise Zone Development "Ten Year North/Northeast Portland Comeback Plan". Portland: February, 1988. A summary of Enterprise Zone programs including a short-term work plan.

Nero & Associates for the Portland Development Commission. Preliminary Planning Study for Focus Area in Northeast Portland. Portland: June, 1987. Analysis and recommendations for a Focus Area surrounding the Cascade Business Incubator.

## B. HOUSING

### Assessment

Over 1.3 million people make their homes in the Portland Metropolitan area. Thirty-seven percent of these area residents live in one of the 90 neighborhoods that comprise the City of Portland. Downtown Portland itself is home to nearly 10,000 people, including not only low and upper income households, but a growing middle income population. This residential character contributes to Portland's reputation as one of the nation's most liveable cities.

The Portland Metropolitan area places a high value on residential liveability and in that pursuit faces many challenges in housing its citizens. In most areas housing costs have grown faster than household incomes, opportunities for homeownership are decreasing and affordable rental housing is becoming scarcer. In recent years Federal funds for public housing assistance have been cut dramatically. To date, no alternative sources of funding have been found to fill the gap and meet the growing needs. Charges have also surfaced that Oregon's lending institutions and the secondary mortgage market are making it harder to purchase a home in some neighborhoods where housing is more affordable.

Over half of the city's housing stock is now over fifty years old. It is estimated that more than 10,500 homeowners and nearly 15,000 renters live in substandard housing. Long-term vacancy or abandonment of run-down houses is a visible problem in several Portland neighborhoods. Property values in some areas have declined precipitously, too often leaving homeowners with mortgage debt and tax appraisals that exceed the market value of their homes. Preservation of Portland's housing heritage will require reinvestment in some areas and continuing attention to repair and maintenance throughout the City.

Planning studies show that the average household size is getting smaller, which will create a demand for 12,000 new housing units during the next two decades just to house Portland's current population. Housing needs of special populations, the elderly, the physically and mentally disabled, and the homeless remain unmet.

The primary housing goal of the community is to provide diverse choices of safe, decent, and affordable housing throughout the area. Individual policies encourage county-wide cooperation in delivering housing services, fair housing standards for equal access to housing, new housing production to meet the demand, high density housing downtown, neighborhood stability and housing choice, assistance to lower income households, and maintenance and rehabilitation of existing housing.

## Relevant Programs and Initiatives

There are over 40 public agencies, advisory groups and community-based non-profit organizations that participate in the Portland area housing delivery system. Following is a summary of the major local players and their roles.

### A. CITY OF PORTLAND

1. **Bureau of Buildings**  
The Bureau of Buildings enforces City building and housing codes. It inspects new residential construction for compliance with structural code and, on a complaint basis, existing housing for conformance with the City's Housing Maintenance and Nuisance Codes. The Bureau is also in charge of programs for Dangerous Buildings, Demolition Delay and limited property tax exemptions for multi-unit rehabilitation.
2. **Bureau of Community Development**  
The Bureau of Community Development, through its Housing and Community Development programs, receives and distributes most of the federal housing funds going to the City. These Community Development Block Grant funds help support a variety of City housing programs in low and moderate income neighborhoods. For the most part, these housing activities are loan programs administered by the Portland Development Commission.
3. **Bureau of Planning**  
The Bureau of Planning administers the City's Zoning and Subdivision Codes, develops and recommends land use and housing policy, and implements the City's Comprehensive Plan. It carries out planning studies and neighborhood planning, preparation of the Annual Housing Report, and administration of property tax exemption programs for low- and middle-income housing preservation. The bureau's Housing Section staffs the city's Housing Advisory Committee, which advises on city housing policy.
4. **Portland Development Commission**  
The Portland Development Commission is the City's urban renewal and development agency. Its primary housing responsibilities are development and implementation of rehabilitation and home improvement loan programs for low and moderate income renters, homeowners, and special needs groups. Housing programs relevant to neighborhood revitalization include the Single Family Loan Program, the Home Security Loan Program, Investor Rehabilitation Loan Program, Urban Homestead Program,

Neighborhood Marketing Program, Downtown Low-Income Housing Preservation Program, and the South Park Blocks Urban Renewal Program.

5. **Portland Energy Office**  
The Portland Energy Office establishes and carries out programs for owner-occupied and rental housing weatherization. It's Block-by-Block Weatherization Program provides grants for basic weatherization to owner occupants recruited through door-to-door neighborhood canvassing. The Multi-Family Weatherization Assistance Program provides technical and financial counseling to investor owners of rental properties.

**B. MULTNOMAH COUNTY**

1. **Community Development Division, Department of Environmental Services**  
The Community Development Division receives and distributes Community Development Block Grant funds for the six smaller cities and unincorporated areas of the County. The Division's activities include providing funds to non-profit organizations for housing projects and planning, and direct development of housing projects and programs. The County Home Rehabilitation Program and Multnomah County Housing Opportunity Programs are examples of Division-operated programs.
2. **Department of Human Services**  
The Department of Human Services provides housing-related services for the elderly, the mentally and emotionally disturbed, and the developmentally disabled. In addition to providing referrals and assistance with housing payments, the Adult Housing Program of the Division licenses adult care and adult foster homes. The Department also administers various federal anti-poverty grants and the State Homeless Program funds for city and county programs.
3. **Assessment and Taxation Division, Department of General Services**  
The Assessment and Taxation Division conducts site appraisals of all residential properties in the County once every six years. Annual sales studies are also carried out for each of the six appraisal districts to keep assessed values in line with market values. The Division collects property taxes and initiates redemption and foreclosure proceedings when taxes are not paid for over four years. Property tax exemptions authorized by state and city programs for low income housing and historically significant properties are also carried out by the Division.

## C. CITY-COUNTY AGENCIES

### 1. Housing Authority of Portland

The Housing Authority of Portland is primarily responsible for administration, operation, funding, development and management of housing for low-income and special needs populations. It is a public non-profit corporation that serves Portland and unincorporated Multnomah County. Its programs include the Low-Rent Public Housing Program, Section 8 Certificate and Housing Voucher Programs, and the Section 8 Moderate Rehabilitation Program.

In addition to these public agencies, there are 16 or so housing advisory groups and at least 14 non-profit organizations, including the United Way, Salvation Army, Urban League, Central City Concern and REACH Community Development that provide housing services within the metropolitan area.

In the past year there have been a number of special initiatives or task forces to address housing issues of particular concern in the metropolitan area. For example, the Vacant and Abandoned Buildings Task Force and its predecessor, the Mayor's Homestead Task Force have studied and reported recommendations on the problem of vacant and abandoned housing in Portland. The Columbia Villa/Tamarack Project is a joint demonstration project to coordinate City, County and Housing Authority services relating to crime, fear and liveability in the two public housing developments. A study funded jointly by the City, County, Housing Authority and United Way examined management issues related to housing and has recommended a Commission to oversee policy development, setting priorities for funding of housing projects, and long-range planning to meet the community's housing needs. The city's Housing Advisory Committee has published a report on "Local Options for Funding Low-Income Housing." The adoption of the Central City Plan marked significant changes to central city housing policy and zoning by requiring new construction to be included. The Mayor's 12-Point Plan for the Homeless was implemented with progress being made using a coordinated strategy to leverage more resources.

### Findings

- \* An expanded and proactive program of Housing Maintenance Code inspections and Housing Code and Nuisance enforcement would help maintain Portland's existing housing stock in sound condition and prevent further abandonment of housing.
- \* A program to acquire vacant and abandoned houses and return them to useful residential life is needed to stabilize Portland residential neighborhoods and revive surrounding

property values.

- \* In order to increase opportunities for homeownership and stability in residential neighborhoods, private lending institutions and public housing agencies should revise underwriting standards and develop additional programs to assist lower- and middle-income renters to purchase housing and homeowners to stay in their homes.
- \* Current efforts to preserve residentially-zoned land for residential uses must be continued to maintain a sufficient supply of land for future housing development and redevelopment.
- \* New housing infill construction on vacant residential lots and small scale housing redevelopment should be pursued in a way that is compatible with existing site design and architectural styles in the surrounding neighborhood.
- \* Additional sources of funding are needed to expand housing rehabilitation efforts and to provide operating subsidies for special needs housing.
- \* New community-based non-profit housing development organizations are needed to serve more neighborhoods.
- \* Housing needs in the mid-county neighborhoods must be assessed and funding needs considered.
- \* Public policy should encourage retention, redevelopment and new development of housing for all income levels within the Central City area to enhance liveability.
- \* A comprehensive evaluation of siting criteria for special needs and institutional housing should be undertaken to prevent concentration of such housing in a small number of neighborhoods.
- \* A new system is needed to provide ready access to coordinated city-county housing and related social services to ensure that persons needing housing assistance are adequately served and moved through the system, and to give coordinated policy direction to local housing organizations.

### **Objectives**

- \* Provide safe and decent housing for everyone in need.
- \* Preserve Portland's existing housing stock in residential use and maintain it in sound condition.

- \* Commit local housing organizations to develop and support community-based housing services and amenities that stabilize residential neighborhoods.
- \* Provide a management system for the community's housing resources that is responsible and accountable and provides easy access to a coordinated city-county housing services delivery system.
- \* Encourage new housing production in neighborhoods with land available to stabilize the residential character of those neighborhoods and to keep pace with creation of new jobs and population growth.

## Bibliography - Housing

- City of Portland, Office of the Mayor. Breaking the Cycle of Homelessness: The Portland Model. Portland: May, 1987. A review of the Mayor's 12-Point Plan for the homeless and plans and progress toward meeting the objectives of the Plan.
- Barney & Worth, Inc. Multnomah County/Portland Housing Management Plan. Portland and Multnomah County: August, 1988. An overview of public agency housing providers and a concept for coordination of housing policy, planning, and channeling of funds for low income housing.
- City of Portland, Bureau of Planning. An Introduction to Portland's Housing Programs and Policies: The 1988 Annual Housing Report. Portland: June, 1988. Summarizes housing agencies, programs, projects, and policies in Portland.
- City of Portland. Housing Maintenance Regulations, Title 29 of Portland City Code. Portland. A housing occupancy code, setting minimum health and safety standards for all residential properties.
- City of Portland. Nuisance Abatement and Noise Control, Title 18 of Portland City Code. Portland. The city ordinance identifying public nuisances and establishing city responsibilities and procedures to deal with them.
- Housing Authority of Portland. Columbia Villa/Tamarack Proposal for Neighborhood Safety and Improvement. Portland: August, 1988. Describes a joint project of the City of Portland, Multnomah County, and the Housing Authority of Portland to coordinate public services in the Columbia Villa and Tamarack housing developments.
- Housing Authority of Portland. Strategic Planning Policies. Portland and Multnomah County: January, 1986. A statement of policies that guide Housing Authority Activities.
- Housing Authority of Portland. Mission Statement. Portland and Multnomah County: January, 1986.
- City of Portland. Mayor's Homestead Task Force Report. Portland: 1988. A report on the problem of vacant and abandoned housing in Portland with recommendations.
- City of Portland. Vacant and Abandoned Housing Task Force Report. Portland: 1988.

City of Portland, Bureau of Planning. Local Options for Funding Low-Income Housing. Portland: April, 1987. Proposes three revenue sources (special purpose levy, tax increment funds, and real estate title transfer tax) to fund housing programs for the homeless and very low-income populations.

City of Portland, Bureau of Planning. Housing Assistance Plan. Portland: October, 1985. An overview of housing conditions and housing assistance needs with three-year goals for meeting identified needs.

City of Portland, Bureau of Community Development. Comprehensive Homeless Assistance Plan. Portland: September, 1987. Required by the Stewart B. McKinney Homeless Assistance Act, this document sets out a strategy for meeting the shelter needs of homeless populations.

City of Portland, Bureau of Community Development. City of Portland Three Year Community Development Plan. Portland: January, 1985. Describes current conditions and needs of Portland's neighborhoods and the programs which will be used to address these needs over a three year period.

City of Portland, Bureau of Planning. Housing Comprehensive Plan Support Document. Portland: October, 1980. Contains the rationale and implementation measures for the city's Comprehensive Plan housing goal and policies.

L. Golaszewski, L. Stoltz, N. Wyers. County-wide Independent Community Action Agency: A Plan for Funding and Administration of Emergency Basic Needs Services. Multnomah County and Portland: September, 1987. Prepared for the Emergency Basic Needs Committee, this report proposes a plan for a community action agency that serves all of Multnomah County.

City of Portland, Bureau of Planning. Mayor's Low-Income Multi-Family Housing Committee Report and Recommendations. Portland: November, 1980. The Committee, formed in response to the closure of the Park Haviland Hotel and displacement of its 180 residents, proposes policies and actions to retain and upgrade low-income housing downtown.

City of Portland, Office of Housing Policy. Annual Housing Management Plan. Portland: July, 1984. A housing workplan for the city's six housing-related bureaus.

City of Portland, Bureau of Planning. Portland Residential Demolition Study. Portland: November, 1987. Presents the results and recommendations from an analysis of residential demolitions and redevelopment of demolition sites.

## C. PUBLIC SAFETY

### Assessment

Public Safety plays a critical role in the stability of neighborhoods. One of the common cornerstones to measure neighborhood desirability is citizens' perception of how safe or crime-free that neighborhood is.

Multnomah County is served by six police agencies: the Portland School Police, Tri-Met Police, Port of Portland Police, Multnomah County Sheriff's Office, Gresham Police, and the Portland Police Bureau. These agencies provide such diversified services as patrolling neighborhoods, the new MAX Light Rail Line, the Willamette and Columbia Rivers; managing corrections facilities, and providing security for the Portland International Airport. A major contributor to public safety is the Portland Fire Bureau, which provides fire prevention services, responds to fire calls, and is the first responder to medical emergencies.

Within the past several years, urban level patrol functions within Multnomah County have been assumed by the municipal police agencies as unincorporated urban areas have been annexed to the cities of Portland and Gresham. These annexations have increased the populations of Portland and Gresham, as well as the areas served by their police agencies.

The Multnomah County Sheriff's Office provides patrol in the unincorporated rural and urban portions of the county as well as the major waterways. The Sheriff's Office is also charged with managing the County's corrections facility, a major emphasis of the office today.

While the annexations of areas once patrolled by the Sheriff's Office has decreased, the demands and personnel available for patrol, increasing arrests and crime rates have overburdened the County's correction facilities. Most recently the County has begun adding both new facilities and programs to respond to growing needs.

The police force of the Portland Public Schools maintains the safety and security of school children on the school grounds and thereby augments the police resources of the community. Recently the school police have carried out the district's policies directed at preventing gang activities and recruitment on school grounds.

The City of Portland's 90 neighborhoods are provided police services through three geographical commands made up of 63 patrol districts, designed as much as possible, to equalize workload.

During busy shifts police administrators attempt to keep all 63 patrol districts staffed. On certain shifts, districts with the most serious crimes use two-officer cars to increase officer and citizen safety. Forty-six percent of Portland's neighborhoods are served by East Precinct, with headquarters located at 47th and Burnside; 20% are served by North Precinct, whose headquarters are located at the north end of the St. Johns Bridge; and the remainder, 34% are in Central Precinct, served by the Justice Center at SW Second and Main.

Concern over crime has led to the development of programs designed to involve the community more directly in crime reduction efforts. In Portland the Neighborhood Crime Prevention Program organizes Block Watch and Business Watch Programs under the Office of Neighborhood Associations. Public Utility Watch and City Watch Programs have been initiated. All these programs are designed to recruit and train volunteers to watch and report suspicious situations. These efforts have succeeded in increasing suspicious situations calls.

Increased citizen involvement raises awareness which is valuable as new problems arise. When, in 1986 and 1987 drug trafficking and related activities increased, citizens were organized and able to work together and cooperatively with the Police Bureau to develop and implement strategies to combat the problems. As a result, the "Drug House" Ordinance was adopted, the County Property Seizure Act took effect, and the Regional Drug Initiative was created. Cooperative efforts at the federal level resulted in the Alcohol, Tobacco and Firearms Agency, the Drug Enforcement Agency, the Immigration and Naturalization Service and the U.S. Attorney's Office working together to assist in local anti-drug enforcement. Successful prosecution has led to prison terms for drug offenses to be served in federal penitentiaries. Similarly, when gang activists moved in to exploit drug trafficking opportunities and the youth of Portland's neighborhoods were recruited, the Youth Gang Task Force involving citizens and numerous public agencies was formed. At the same time Police Bureau resources were redirected; an anti-gang team was formed and tactical units from both Central and East Precincts were deployed to combat gang activity.

Recent increased drug related gang activity in Portland's neighborhoods have presented challenges. Although public safety resources are stretched, the resources are being maximized and concentrated in areas where citizens have identified the greatest need.

Operations of the Portland Fire Bureau contribute to public safety through fire prevention and suppression, arson investigation and detection, and emergency medical service delivery. It assists low income and elderly households with acquisition and installation of smoke detectors. During the past

five years fire-related deaths have declined and arson fires and false alarms have been relatively unchanged.

#### Relevant Programs and Initiatives

- Safer City Plan
- Central City Plan
- ONA/Neighborhood Crime Prevention Program, October 1987 Report
- Youth Gang Task Force
- Regional Drug Initiative
- Jail Space Task Force Final Report
- City Watch
- Utility Watch
- Bureau of Police Annual Reports, 1983-1987
- 1987 Crime Prevention Division Annual Report
- Dispatch Call Review Committee Report
- Alarm Review Study
- Precinct Facility and Staffing Needs Report
- Automated Fingerprint Identification System
- Problem Solving Policing
- Crime Prevention through Environmental Design
- Systems Approach to Crime Prevention
- Proposed Building Code Revision
- Memo Requesting IACP Endorsement for Uniform Building Security Code
- PPB/PDC Security Loan Program
- Block Home Program
- Citizens on Patrol

#### Findings

- \* The following factors of concern to the Portland Police Bureau have increased in the past five years:
  - population served
  - number of sworn positions authorized
  - percent of sworn officers committed to patrol
  - calls for service
  - index crime rates
  - travel time for serious calls
  - response time for serious calls
  - queue time for serious calls awaiting dispatch.
- \* Two of three precincts in Portland are located some distance from the centers of the population they serve.
- \* The Police Bureau provides a wide range of crime prevention services designed to increase child and senior safety, decrease youth and adult sexual assault, and to increase residential and commercial security through site hardening and environmental design.

- \* Approximately 2,000 active Block Watches have been organized by the Neighborhood Crime Prevention Program over the last five years. This has provided the necessary social cohesion in neighborhoods and has increased citizen participation in crime issues affecting neighborhoods.
- \* New efforts to address chronic neighborhood crime problems have resulted in a problem-solving approach to neighborhood crime issues, increased cooperation between the police and the Neighborhood Crime Prevention Program at both the Patrol and the Drug and Vice investigation levels.
- \* Programs of the Portland Fire Bureau have been effective in maintaining fire safety, controlling arson and reducing fire-related deaths.
- \* The Portland Public Schools have developed strategies and programs to combat gangs in and around schools, including an automated system to identify and track gangs and gang members.
- \* Increased cooperation between Federal, State, and local law enforcement and criminal justice agencies has increased the opportunity for apprehension, prosecution and incarceration of gang-related drug traffickers.
- \* County and State initiatives are increasing the corrections capacity. New facilities have been added within the past two years. Others are coming on line during the third quarter of 1988 and more will be available in the next two years.

### **Objectives**

- \* Increase neighborhood involvement with the Police and other city Bureaus to identify efficiency measures that will stabilize and reduce calls for service, and enable community oriented and problem solving policing methods to be fully implemented.
- \* Review police precinct site locations to determine if existing precincts are adequately serving local neighborhoods and if relocation and/or additional precincts are needed.
- \* Determine informational/communication systems and procedure improvements which could improve response calls for police service.

- \* Examine new ways to manage and increase the County's growing corrections facilities and programs to ensure that appropriate sanctions are available to deter criminal behavior. Emphasis should be placed on utilizing a variety of programs to allow jails to be used for dangerous offenders and those who violate the terms of their alternative programs.

## Bibliography - Public Safety

Various Police Agencies. Career Officer Programs. Portland Police Bureau Library: February 20, 1987. Alternative career programs for police officers.

Chaney, Dennis, et al. Jail Space. Portland Police Bureau Library: January 10, 1986. Review of jail space in Portland since 1971.

Nyberg, Gerry, et al. A Review of Calls for Service Procedures. Portland Police Bureau Library: October 21, 1987. A review of Portland Police Bureau call priorities and the referral of calls to the Telephone Report Unit.

Planning and Research Division. Precinct Needs Project. Portland Police Bureau Library: December 17, 1986. This study reviewed the concept of 4, 5, 6, and 7 police precincts for the City of Portland.

Wilson, Thomas. Automated Fingerprint Identification Systems: Technology and Policy Issues. Portland Police Bureau Library: April, 1987. An analysis of AFIS systems.

Austin, Dave. Automated Fingerprint Identification System. Portland Police Bureau: January 27, 1987. Telephone survey of San Francisco Police Department's AFIS.

Tilley, Bob. False Alarms Study. Portland Police Bureau Library: August, 1988. Review of the false alarm ordinance and proposed recommendations.

Portland Police Bureau Personnel. Problem Solving Policing. Portland Police Bureau Library: Various Dates. Various memos describing the Portland Police Bureau's efforts at problem solving policing.

Potter, Tom. Hitchhiking Ordinance. Portland Police Bureau Library: July 3, 1987. Proposed ordinance regarding soliciting rides.

Levine, Charles. Strategic Management for Law Enforcement Agencies. Portland Police Bureau Library: September, 1985. This report addresses the problems that Fiscal stress pose for managers of police and sheriff departments.

Potter, Tom. Citizen Foot Patrols. Portland Police Planning and Research Files: May 27, 1988. Memo regarding the recognition and training of foot patrols.

Midget, Joseph. Minimum Residential Security Recommendations. Portland Police Bureau Library: December 18, 1987.

- Portland Police Bureau. Crime Prevention Through Environmental Design (grant). Portland Police Bureau Library: August 1, 1987. Use of crime prevention techniques in sixteen selected Portland neighborhoods.
- Austin, Dave. Proposed Panhandling Ordinance. Portland Police Bureau Planning and Research Files: February 9, 1987. Memo recommending permit to solicit for charity.
- Portland Police Bureau. Portland Police Bureau White Paper. Portland Police Bureau Library: January 6, 1986. A historical look a Police Bureau response to crime and their response to critical issues.
- Office of Neighborhood Associations. Neighborhood Accomplishments in Portland, Oregon 1976-1983. Portland Police Bureau Library: 1984. An overview of Portland's Neighborhood Associations.
- Knoxville Police Department. Systems Approach to Crime Prevention. Portland Police Bureau Library: May, 1988. A program to develop commitment to crime prevention by the entire community.
- Regional Drug Initiative Task Force. The Regional Drug Initiative. Portland Police Bureau Library: October 30, 1987. The community agenda to combat drug abuse and illegal use of drugs.
- Portland Police Bureau, Planning and Research Division. Annual Reports. Portland Police Bureau Library: 1983-1987. Summary of police activities 1983-1987.
- Steffanson, T.R. Planned Activities by the Fire Bureau to Improve Liveability in Neighborhoods (Memo). Portland Police Bureau Files: September 12, 1988.
- Fowler, Floyd Jr. Neighborhood Crime, Fear and Social Control, A Second Look at the Harford Program. Portland Police Bureau Library: April, 1987. 1967 effort to curb burglary and robbery.
- Auten, James. Crime Prevention and Police Patrol; Are They Compatible? Portland Police Bureau Library: August, 1981. A review of proactive policing techniques.
- Skogen, Wesley. Community Organizations and Crime. Portland Police Bureau Library: 1988. This essay examines the role of community organizations in crime prevention.
- Blackburn, Ed. Neighborhood Crime Prevention Program. Portland

Police Bureau Library: October 20, 1987. Case studies outlining strategies to deal with neighborhood crime problems.

Prophet, Matthew. Youth Gangs News Conference Release. Portland Police Bureau Library: February 4, 1988. A description of steps to reduce youth gang activity in Portland Public Schools.

Prophet, Matthew. Gang Prevention. Portland Police Bureau Library: September, 1988. Gang prevention update on the Portland Public Schools' efforts to expand and refine its responses to youth-gang activities on or near its campuses.

Skoilnik, Joseph H. and Bayley, David H. Theme and Variation in Community Policing. Portland Police Bureau Library: 1988. Programmatic elements constituting community policing and the impediments to the development of community policing.

Kelling, George. Order Maintenance, the Quality of Urban Life, and Police: A Line of Argument. Portland Police Bureau Library: 1984. Steps police and communities can take to develop an organizational strategy focused on managing and exploiting order maintenance opportunities.

Kelling, George and Wilson, James Q. Broken Windows. Portland Police Bureau Library: March, 1982. An essay on the concept that one broken window left unattended can lead to a breakdown of community control and an increase in criminal activity.

#### IV. COMMUNITY SERVICE

##### A. EDUCATION AND YOUTH SERVICES

###### Assessment

City of Portland boundaries currently encompass the 53,000-student Portland Public Schools (PPS), most of the 3,210-student Parkrose School District, and parts of the districts of David Douglas, Centennial, Reynolds, Sauvie Island, and Riverdale, as well as several private alternative schools. Included within City boundaries also are 15 accredited, degree-granting postsecondary institutions, including Portland Community College (PCC), Portland State University (PSU), Oregon Health Sciences University (OHSU), and several private four-year colleges and universities.

Although these institutions differ greatly in size and complexity, each school building brings a resource and an institutional presence to the neighborhood where it is located. It has an impact on neighborhood environment -- on traffic flow, parking, pedestrian flow and other aspects of neighborhood liveability, and it can be a focal point for community activities and a source for information and referral.

Problems generated by truancy, school dropouts, lack of basic academic skills, and inadequate preparation for work become neighborhood, City and state problems in the form of unemployment, underemployment, crime, homelessness, substance abuse and dependence.

A wide range of barriers put children and youth at risk of not completing their education. The schools have control over and responsibility for overcoming some of these barriers. But most of the barriers go far beyond the scope, mission and resources of the schools.

Schools, however, are a place where a range of emotional, physical, mental and human service needs can be identified, and from which children and their families can be referred to other agencies for response.

###### Relevant Programs and Initiatives

- School districts in Multnomah County are working together on dropout prevention under the Student Retention Initiative. Each district produces its own data on student achievement and attendance.
- Governor's Commission on School Funding Reform: implications for Portland-area school districts.

- A number of truancy, dropout prevention, youth employment and children's initiatives are underway involving many jurisdictions:
  - Project Return - the Portland School District's truancy intervention and prevention program. Worked with 799 chronic truants during the 87-88 school year.
  - The Portland Investment - long-range plan of the Leaders Roundtable to reduce school dropouts, increase youth employability and increase access to jobs, especially for low-income and minority youth. 13 programs are currently implemented under the plan.
  - Multnomah County Student Retention Initiative (SRI)-tackling the school dropout problem with a two-year state grant.
  - Multnomah County Children's Agenda - a comprehensive list of needs and suggested local and state responses to help children and families overcome obstacles to self-sufficiency.
  - Youth Planning Network (YPN) - a joint initiative of major jurisdictions to coordinate the delivery of youth services throughout the area.
- Portland School District's new grant for dropout prevention in the Roosevelt High School area, beginning 88-89.
- Self-Enhancement, TLC/TNT, Saturday School, Whitney Young Learning Center, CITY, ASK OMSI and other initiatives to increase basic skills, personal feelings of self-worth, interest in school, academic success, positive peer influences, positive role models and other outcomes that increase a young person's ability to experience personal success and avoid criminal and other destructive behaviors.
- Minority youth leadership training currently being developed by the Metropolitan Youth Commission.
- Recruiting adult role models and mentors - through the Coalition of Black Men, Commissioner Bogle's mentor recruitment for Self-Enhancement, the TLC/TNT program's mentors and high school counselors, and various Portland Public School and Portland Investment programs.
- Social services delivered through the schools including County-funded Teen Health Clinics at four Portland high schools and Student Service Centers - piloted in 1987-88 at North Portland middle schools under SRI and as part of The

## Portland Investment.

- Youth Gangs Task Force.
- Portland School District's Gang Prevention Program and new Students At-Risk (STAR) program.
- Safer City Plan - in the "Youth At Risk of Criminal Activity" section, calls for coordination with the Student Retention Initiative and with The Portland Investment plan of the Leaders Roundtable.
- Regional Drug Initiative.
- The 12-Point Plan for the Homeless - addresses the basic needs of homeless children and youth; requires coordination of youth employment programs with the Leaders Roundtable. The charge for carrying this out is given to The Private Industry Council, which is an active member of the Roundtable.
- Brooklyn Neighborhood Marketing Project - actively marketing a neighborhood as a desirable place to live for families with young children; a model that other neighborhoods could follow.
- Eliot Square Duplexes in the Boise-Eliot School attendance area - credited by school staff with helping to stabilize school attendance for the children who live there.
- Annual School Achievement Profiles - Portland School District: Includes stability rate for each school; useful for profiling the family stability issue in given neighborhoods.

## Findings

- \* Financial stability of Portland-area school districts and post-secondary institutions is a critical factor in the maintenance and revitalization of neighborhoods.
- \* Targeting family housing in school neighborhoods where family mobility is a problem should be explored as a vehicle for improving access to education by children of families in need.
- \* Broader replication is needed for dropout programs that are working. Despite unprecedented efforts to focus programs on dropout prevention, the effective programs are reaching a small percentage of at-risk youth and dropout rates remain in the 25-30% range for local schools.

- \* The schools' truancy prevention efforts need reinforcing by a community-wide focus on the value of attending school and by finding ways to provide rewards and incentives for school attendance and for gains in basic skills.
- \* Higher education needs to become more involved in solving neighborhood problems. Postsecondary institutions are potential sources for research expertise and other resources to aid neighborhoods.
- \* Common data collection on dropouts, including statistics below the ninth grade, is needed for all school districts in Multnomah County.
- \* Neighborhood groups need to become aware of the wealth of information about local schools - achievement gains, programs offered, enrollment trends, magnet programs, etc. produced by school districts. A data library for all neighborhoods should be explored.
- \* School enrollments have begun to climb. The impact of changing enrollments on neighborhoods need to be assessed.
- \* Policies of open enrollment and voluntary school transfers need examination for their effects on neighborhood stability and on children's abilities to take part in extracurricular school activities.
- \* Minority youth are frequently under-represented in social services and in diversion programs providing alternatives to incarceration for juvenile offenders. Barriers that limit placement and service for minority youth, particularly for black males, need to be identified and overcome.
- \* The City-School Policy needs to be amended to accomplish the following: (a) Include reference to the additional school districts now within City boundaries; (b) include goals and policies relevant to postsecondary education; (c) reflect adopted Neighborhood Revitalization strategies, and (d) update program inventories and background. The City-School Policy should be accepted by all local jurisdictions.
- \* Schools need to provide relevant education to adequately prepare children and youth for the world of work, family and community.
- \* Funding incentives and neighborhood advocacy are needed to establish parent centers that link parents to assistance. Information about service providers should be readily available to parents. Neighborhood organizations, churches, employers and public agencies all have roles to play in making neighborhood-based parent centers a reality.

- \* Public and private policies and programs need to address the child care requirements of working parents and parents in education and employment training.
- \* A multi-jurisdictional public safety education program directed at all levels of school-age children needs to be developed.

### Objectives

- \* Update the City-School Policy and implement its goals. Translate the City-School Policy into an implementation plan accepted by all local government jurisdictions.
- \* Advocate for Portland-area two-and four-year colleges and universities in their efforts to (a) develop outstanding postsecondary and graduate programs; (b) respond to the training, research and technological needs of existing and potential area employers; (c) recruit top students; and (d) form a regional network of expertise that contributes to the area's economic growth.
- \* Continue and expand the coordinated interagency responses underway on prevention, youth unemployment, youth crime, homeless children and families, substance abuse, and the needs of low-income families.
- \* Target housing assistance, first-time home-buying, and home improvement programs to neighborhoods with low-income parents with young children.
- \* Develop innovative ways to bring health and human services agencies and organizations together with staff in elementary schools to function as a case management team and referral/service network for families.
- \* Develop a unified oversight of all youth-related planning activities; i.e., Youth Planning Network, Student Retention Initiative, Juvenile Services Commission, Children's Agenda, etc.

## B. PARKS AND RECREATION

### Assessment

The availability of parks and recreational facilities is an important factor in the liveability of neighborhoods. Overall, a significant amount of public land and a diversified offering of recreational opportunities exist for area residents.

The City of Portland provides the bulk of neighborhood-based services. The city manages approximately 200 parks, and other sites, totalling 8,882 acres. Its holdings include neighborhood parks, regional gardens, such as the Washington Park Rose Test Garden, Japanese Garden, Hoyt Arboretum, and natural areas such as Oak Bottom Wildlife Refuge and Forest Park.

Additionally the City provides varied recreational opportunities including golf, swimming, summer concerts, neighborhood park programs. The Parks Bureau also manages the Children's Museum, Community Music and Art Centers, and provides performing arts training through the Firehouse Theater, Metro Dance Theater, and Theater Workshop.

Multnomah County owns 9 neighborhood parks, which will be transferred to the City as annexation is completed in those areas. The County also maintains various general use areas including: Oxbow and Blue Lake Parks, Bybee-Howell House, the 43d Avenue Boat Ramp and adjacent beach, as well as an island in the Columbia River. The County's recreational programs are located primarily at Oxbow and Blue Lake Parks and include concerts, children's programs, and park naturalists.

Portland Public Schools maintains lands around its buildings, many of which are used by local residents as neighborhood parks.

Significant coordination/joint-use efforts exist between the City Park Bureau and Portland Public Schools. These efforts include the operation of the Community School Program, which provides classes, workshops, and recreational opportunities to local residents. This joint project received a national award for excellence in 1987. A Joint-Use Agreement allows for cross use of facilities, as needed, by the other jurisdiction.

Major issues affecting parks are safety in the parks, park deficient neighborhoods, and aging infrastructure. One of the major recreational issues is the need for increased youth recreation programs.

## Relevant Programs and Initiatives

### CITY OF PORTLAND

#### A. Bureau of Parks and Recreation

1. Parks The City of Portland maintains 173 parks and other sites, totalling 8,882 acres. The Bureau is responsible for maintenance of existing facilities and development of new park areas. Several park planning activities are currently underway in the Parks Bureau including: Park Futures, which will create a master plan for improvement of the City's parks and recreational facilities; Delta Park Master Plan which will outline future development of Delta Park; and the Kelley Point Park Feasibility Study which will plan for future development of the park.
2. Forestry. This program supports tree inspections, a spray program for Dutch Elm disease, code enforcement of tree plantings and maintenance, and dangerous limb removals. Crews are on call to respond to emergency requests to remove downed trees. The Bureau continues to regulate the types of trees that are planted throughout the City, as well as monitoring trees for proper maintenance and care.
3. Recreational Programs: The Parks Bureau runs a number of recreational programs for citizens of the City. These programs include golf courses, public swimming pools, the Tennis Center, and summer concerts in the parks. The Bureau maintains several facilities that provide educational opportunities such as the Children's Museum, the Community Music Center, and the Multnomah Art Center. Performing arts training is provided through the Firehouse Theater, the Metro Dance Center, and the Theater Workshop. Summer programming includes operation of city-wide playground programs, outdoor concerts, and festivals. Additionally, the Parks Bureau works with Portland Public Schools to offer the Community Schools Program, with the Parks Bureau providing full-time coordinators and the School District providing use of facilities. Outdoor recreation programs and recreational opportunities for special populations are also offered. An extensive sports program coordinates and schedules team sports for all age groups.
4. NE Youth Recreation Proposal and Park Safety Recommendations: The Parks Bureau, in conjunction with the NE Youth Gang Task Force, has proposed increased

youth recreational programs to combat the increases in youth gang activity. Summer recreation programs are being increased and some city swimming pools will remain open for a longer season. The Bureau is also assisting in reaching at-risk youth through its support of the Self Enhancement Program and Tender Loving Care/Think and Try Program. These projects, based in North Portland, are aimed at middle school-age children who might be at risk of gang involvement or dropping out of school. A number of recommendations to improve safety in neighborhood parks have been implemented. These include increased security for targeted parks, volunteer staff at summer playground sites, training of Park Bureau staff in City Watch Crime Prevention, new park rules regarding weapons and alcohol, and environmental design changes to discourage crime.

B. Housing and Community Development Program

The Housing and Community Development Program (HCD) is funded through the City's Community Development Block Grant (CDBG) entitlement. This program is administered by the Bureau of Community Development. Under this program, park development projects can be undertaken.

1. New Park Development: HCD is currently funding the development of one new neighborhood park in Hosford-Abernethy Neighborhood. When this park is completed it will be operated and maintained by the Parks Bureau.
2. School Park Upgrades: The most common type of park activity undertaken by the HCD Program is upgrading existing park facilities adjacent to public schools. Under this program, HCD pays the cost of all renovations with Portland Public Schools providing staff time and park maintenance. Currently, one such park is under development, with another just completed. Projects under the HCD Program are only available in low/moderate income neighborhoods and require an extensive public participation process. Decreasing CDBG funds to the City mean that these programs will be available at reduced levels in the coming years.

MULTNOMAH COUNTY

1. Parks Multnomah County owns nine neighborhood parks, which will be transferred to the City when annexations are completed, and various general use facilities.
2. Recreational Programs Multnomah County does not provide neighborhood-based recreational programs in conjunction with its neighborhood parks but does

provide some recreational programs at its general use sites. Additionally, it has an "adopt a park" program with local softball teams, where sites are reserved for the season and teams provide maintenance to the site.

#### PORTLAND PUBLIC SCHOOLS

1. Parks: Portland Public Schools property includes parkland/playground areas, which are available for use to neighborhoods during non-school hours. These facilities are owned and maintained by the School District. The Bureau of Parks and Portland Public Schools maintain a Joint-Use Agreement regarding use of facilities, which allows both to benefit from the facilities of the other.
2. Recreational Programs: Portland Public Schools works with the City Bureau of Parks and Recreation to provide the Community School Program, described above.

#### METRO

Metro is currently completing a Regional Park Study. This study will produce a computerized inventory and maps of all public and private parklands in the metropolitan service district and the tri-county area. Additionally, the study will project expected future park needs for five and twenty years from now. Funding for this study was provided by several counties, the City of Portland, and the State.

#### STATE OF OREGON

The State of Oregon owns and operates one state park within the City of Portland. Tryon Creek State Park covers 640 acres and is, as the State says, "the only developed state park with no picnic tables". Instead, Tryon Creek provides an extensive trail system and a Nature House, which provides exhibits, classes, and workshops covering natural history topics. These programs include special school tours and teacher workshops.

#### OTHER

Various other recreational opportunities are available to citizens of the Portland area, both public and private. Though not neighborhood based, these facilities increase liveability of neighborhoods by giving residents access to varied programs and facilities. Examples of these are: Performing Arts Center, Memorial Coliseum, Civic Stadium, Exposition Center, OMSI, Washington Park Zoo, Oregon Symphony, Portland Rose Festival, Neighborfair, Portland Saturday Market.

## **Findings**

- \* There is a safety problem in some neighborhood parks.
- \* There are park deficient neighborhoods in the City of Portland.
- \* Newly annexed mid-county neighborhoods are in need of significant levels of park assistance.
- \* Some City park facilities are quite old and in need of major renovation efforts.
- \* Additional youth recreational programs are needed at the neighborhood level.

## **Objectives**

- \* All citizens should have access to public open spaces.
- \* Park facilities should be safe for all citizens.
- \* Recreational opportunities should be available for youth, ideally in their own neighborhoods.

**Bibliography - Parks and Recreation**

- Bureau of Parks. Kelley Point Park - Concept Development and Feasibility Study. Portland: September 15, 1988. Outline of process for study of future potential development activities.**
- Bureau of Parks. Delta Park Master Plan - Draft. Portland: 1988. Study to determine future development for the East and West Delta Park areas.**
- Bureau of Parks. Park Futures Newsletter. Portland: 5/87; 8/87; 2/88; 5-8/88. Updates progress of Park Futures Study, which will plan for park and recreation needs for the city.**
- Bureau of Planning. Central City Plan. Portland: August, 1988. Plan for development of Central City area.**
- Bureau of Parks/Portland Public Schools. Parks Bureau/District Joint-Use Agreement. Portland: August 19, 1985. Identifies process and procedures for exchange of facilities use between the City and Schools.**
- Bureau of Parks. Portland Parks and Recreation Proposal. Portland: March 30, 1988. Proposed intervention programs to reach at-risk middle school age youth.**
- Bureau of Parks. Bureau of Parks Brochures. Portland: 1988. Outlines various facilities and programs operated by the Parks Bureau.**
- METRO. Regional Parks Study. Metro: 1988. Inventory and maps of all public and private park lands in the metropolitan area.**

## C. HUMAN SERVICES

### Assessment

Human services are a fundamental building block of our society, and a measure of our social conscience. Problems in the availability, accessibility and effectiveness of human services have consequences for individuals and have a serious impact on the quality of life in our community.

Revitalization of distressed neighborhoods requires addressing six critical human services areas: emergency basic needs, accessibility of health care, community-based social services, residential care options, institutional care, and preventive services.

There are major gaps, barriers and funding limitations facing the six areas:

- Emergency basic needs services: (food, shelter, energy assistance, employment, income maintenance, linkage services, transportation, and emergency health care.) In Multnomah County there are 70,000 persons living in poverty. Eleven thousand people access basic emergency services shelter facilities. These facilities are often inadequate and existing funds provide only for minimal services.
- Basic health care services: (particularly for low income families, youth, and pregnant women.) An estimated 85,000 persons in Multnomah County have no medical insurance of any kind. One-half of the 2800 students using the four teen health clinics in Multnomah County have no access to any other health care. Many pregnant women have no access to prenatal care.
- Community-based social services: (particularly for children and families, juveniles and the elderly.) An estimated 500 children and adolescents in this County suffer an acute impairment due to mental or emotional disturbance each year, yet there is no funding for children's psychiatric crisis services. Many juvenile delinquents are left unsupervised and underserved, increasing the probability of repeat offenses and gang involvement. An estimated 27,000 elderly in Multnomah County are also in need of mental health services while currently only 600 per year receive such services.
- Residential Care Options: (development, siting and regulation of residential care options, particularly for severely disabled persons.) The planned rehabilitation of 500 units of downtown single-room occupancy housing for special needs persons is jeopardized by the lack of support

services. An estimated 4,800 chronically mentally ill (CMI) persons and 800 developmentally disabled (DD) persons are in need of managed housing in this county, yet only 300 CMI and 400 DD clients are housed in community-based residential programs with current State funds. Effective policies are lacking to regulate the siting of residential facilities for special needs persons to ensure both adequate community integration and dispersion of such facilities.

- Institutional care: (particularly for alcohol and drug dependent persons, juvenile offenders and chronically mentally ill persons.) There are an estimated 2,000 chemically dependent persons in Multnomah County whose continued alcohol or drug abuse put themselves and others in danger of severe impairment or death, but there is no legal civil procedure to involuntarily commit alcoholic/drug dependent persons to treatment. The downsizing of MacLaren has resulted in too few State-funded beds for serious juvenile offenders who need services and long-term institutional care. Also as a result of the downsizing of the State mental hospitals, there are too few State-funded beds for persons needing commitment.
  
- Preventive services: (early intervention for parent training, developmental day care and Head Start-type services which can prevent abuse, developmental disabilities, deviancy and other costly social problems.) Some 900 teen mothers, 650 of whom are unmarried, give birth annually in Multnomah County. These babies face a high probability of being school drop-outs and juvenile delinquents. Public education is the most effective preventive strategy for AIDS, yet State funds are extremely limited for AIDS education/prevention. Organizations for service provision and self help that have roots in community groups and neighborhoods are frequently a more effective catalyst for individual and community change than public agencies. Unfortunately, there are few funds to support these community organizations.

### **Relevant Programs and Initiatives**

Multnomah County is the local authority, and in some instances the provider of last resort, for human services and takes a leadership role in addressing these problems and in seeking State assistance to fully implement and fund these services. The full partnership of the City and private sector is needed to obtain adequate state and local funding.

A summary of the roles and responsibilities of state and local agencies follows:

A. State of Oregon, Department of Human Resources

- Directly provides food stamps and public assistance benefits to eligible individuals and families through the Adult and Family Services Division.
- Directly provides protective and social services to dependent children and youth through the Children's Services Division.
- Directly provides unemployment insurance benefits and job bank information through the Employment Division.
- Funds provision of aging services, emergency basic needs/community action services, health services, juvenile services and mental health services.
- Governor's Commission on Health Care has presented a report on State initiatives for improving access to health care.
- Governor's Commission on Welfare Reform has presented a report on State initiatives for improving public assistance programs.

B. Multnomah County Department of Human Services

- Directly provides protective and community-based social services to the elderly, and regulates adult housing, through the Aging Services Division.
- Directly provides health services to low income families, teens, pregnant women and other individuals, and provides for disease control and health education through the Health Services Division.
- Directly provides juvenile counselling and rehabilitation services and coordination of court services through the Juvenile Justice Division.
- Directly provides community social services to developmentally disabled persons and their families through the Social Services Division.
- Funds the provision, primarily by private not-for-profit social services agencies, of a variety of emergency basic needs/community action services and health services for homeless and low income persons and a variety of community based social services, residential and preventive services for youth, the elderly, alcohol and drug dependent persons, developmentally disabled persons and their families, and mentally and emotionally disabled persons and their families.
- City-County Emergency Basic Needs Committee's report to the City and County has led to a reorganization of the administration and service delivery system for emergency basic needs and community action services.
- Columbia Villa Neighborhood Safety and Improvement Demonstration Project is providing for the coordinated

delivery of County health and social services with City and Housing Authority of Portland community development, crime prevention and public safety services.

- Community Integration Project is developing small residential homes for severely disabled Fairview residents in a variety of neighborhoods.
- Regional Drug Initiative has developed a five-year action agenda for the public and private sectors to combat drug abuse and illegal use of drugs.
- Student Retention Initiative Plan is targeted at middle school students to reduce dropout rates associated with alcohol and drug abuse.
- Youth Gang Initiative has resulted in County funding for two outreach teams and related social services to respond to youth gangs in N/NE Portland.

C. City of Portland

- The Bureau of Community Development and the Human Resources Coordinator fund a variety of emergency basic needs/community action services.
- Provides on-going funding for County aging and youth services.
- Provides funding for youth employment and training programs delivered by the Private Industry Council.

D. Private Industry Council

- The agency with primary responsibility for development and provision of job search, training and placement opportunities for low income persons.

E. United Way of the Columbia Willamette

- Through a citizens review process, distributes funds to approximately 70 human services agencies located in Multnomah County for programs which promote human development, systems support and human services problem solving.

**Findings**

- \* A significant increase is needed in State and local funding for emergency night and day shelter, transitional housing, case management and support services necessary to break the cycles of homelessness and poverty and promote self-sufficiency.
- \* State policies and funding are needed to provide services to homeless and runaway youth and to homeless recovering alcoholics, and to increase funding for services to victims

of domestic violence.

- \* An expansion is needed in State and local programs for job creation, training, placement and support services, particularly for single parent households, minorities and youth, including first source hiring programs for all publicly funded/subsidized projects.
- \* Efforts by local government are needed to increase employer provided health insurance in low income occupations, through technical assistance (e.g., small business benefit pools), local incentives (e.g., tax breaks), public contracting requirements and similar strategies.
- \* Expansion of State programs to provide access to basic health care is needed, through reforming public assistance so welfare recipients who take jobs retain medical coverage, expanding State Medicaid coverage to include all eligible persons (medically needy), guaranteeing access to health care for the unemployed and uninsured who are not Medicaid eligible, State incentives, statutory requirements and similar strategies.
- \* An increased and stable funding base is needed for school based teen health centers, and for expanded perinatal and child health services.
- \* State funding for emergency psychiatric services for children is needed. Increased funding of mental health and support services for families of children with special needs is required.
- \* State and local funding increases are needed to provide additional community-based services for juvenile delinquents (e.g., outreach, supervision, diversion, support services).
- \* State policy and funding is needed to provide comprehensive, coordinated mental health and in-home services in order to maintain independent living and avoid premature institutionalization of elderly and disabled persons.
- \* Support services funding is needed to maximize housing options for special needs populations.
- \* Increased funding is needed for residential housing and treatment programs for the chronically mentally ill.
- \* Local policies are needed for regulating siting and neighborhood relations of residential facilities for special needs persons.
- \* A revision of State statutes is needed to provide for

involuntary commitment of alcoholic/drug dependent persons and to ensure treatment for such persons.

- \* Increased State funding is needed for institutional care of serious juvenile offenders in State or local detention facilities; institutional care of chronically mentally ill persons in State or local treatment facilities; to expand AIDS education and prevention; and to support developmental day care and parent support services for low income families with young children, particularly for teen parents and developmentally disabled children.
- \* Expanded local efforts are needed to encourage and fund the development of indigenous community organizations for service provision and self-help, particularly among minority groups.

## Objectives

- \* Ensure the availability of sufficient emergency basic needs services, eliminate homelessness and hunger to significantly reduce the effects of poverty and promote self-sufficiency in our community.
- \* Ensure access to basic health care in our community by eliminating financial and physical barriers to the provision of health care services.
- \* Ensure the availability of a range of community-based social services which can assist in maintaining citizens in their own homes and neighborhoods.
- \* Ensure the availability of a continuum of residential care options throughout the community which can maintain citizens with special needs in the community rather than in institutions.
- \* Ensure access to institutional programs by eliminating legal and financial barriers to the provision of institutional care.
- \* Ensure the delivery of preventive services in the community which can intervene in individual/local problems.

## **Bibliography - Human Services**

**Mary Boegel and Michael Schultz. United Way Community Profiles Report. Portland: October, 1988.** The report is a profile of human care needs and problems in the four-county region. The report is being used by United Way as a base for the establishment of funding priorities in relationship to a range of human care needs. Although data and information in general is not profiled by City of Portland boundaries, specific references to Portland will be found throughout the document as human needs are discussed.

**John Stone, Oregon Employment Division. Program Year 1988 & 1989 Business and Employment Outlook, JTPA District 2. Portland: 1988.** Job Training and Placement Act planning data profiled by the City of Portland.

**Paul McGinnis. Strategic Plan Primary Health Care in Urban Areas. Portland: October, 1986.** A comprehensive analysis of health needs and concerns in geographic urban areas. Portland areas covered in the study are the following: St. Johns, Downtown Portland, and Inner South Portland.

**United Way. United Way Agency Data Resource Bank. Portland: On-going.** This data base contains listing of over 3000 resources serving human services needs. Location of agencies, self-help groups, and governmental organizations can be listed by functional service delivery areas, as well as by zip code.

**United Way. United Way Information and Referral Services. Portland: On-going.** United Way maintains a comprehensive information and referral service to refer local residents to appropriate agencies for service. Types of requests are recorded and maintained by function area, as well as by zip code.

**Metropolitan Service District. METRO Market Profile Census Tract Data Base. Portland.** Current population and other socio-economic data for 294 census tracts in the four-county metropolitan area.

**United Way. United Way Zip Code Data Base Product. Portland.** Data base containing over 200 demographic and economic indicators per zip code by the four-county metropolitan area.

## V. ENVIRONMENT AND INFRASTRUCTURE

### A. LAND USE AND ZONING

#### Assessment

Portland has a national reputation for having achieved a high quality urban environment. This reputation stems from the city's development, adoption and implementation of comprehensive plans which respond to the changing needs and values of the community. The Portland planning process has a long history of reaching consensus through citizen involvement and community participation, aimed at building neighborhood capability to address and solve issues.

The Bureau of Planning provides the city with short-range and long-range planning services. Comprehensive land use planning and zoning functions are ongoing activities mandated either by state law or local ordinance. The Planning Bureau's professional staff process quasi-judicial cases, land use studies, and perform legislative projects that are the structure for planning in Portland.

The planning effort also provides staff support to the Portland Planning Commission, Urban Design Commission, Landmarks Commission, Variance Committees, and Housing Advisory Committee. The sections of the bureau are: Administration, Current Planning (Code Administration), Land Use Planning, Urban Design, Housing, Permit Center and Graphics.

Planning functions performed by other bureaus include transportation, parks, and energy. The Planning Bureau integrates these planning efforts into district, area, and neighborhood planning efforts.

The planning process is a fundamental element in the goal implementation process. The planning process is the mechanism that brings together the various functional components and diverse interests of the City into an open and participatory form that provides decision-makers a framework for implementing City goals.

Planning is a collaborative process between the City, neighborhood residents, business people, and property owners. It spells out policies and specific strategies designed to implement desired change. The planning process provides a forum for people to initiate rather than react to change. It brings land use, transportation, public facilities, housing, parks/recreation, economic, social service, environmental, urban design, public safety, and human development issues into balance in the decision-making process.

The planning process produces a document that educates participants in the process, readers of the material, and future generations. The document aids City decision-makers to clear the way for positive economic development and helps identify budget and project priorities. In addition, plans are the mechanism to bring all sectors of the community into the planning and implementation process. Non-resident property owners, neighborhood associations, bureaus of City government, institutions, and the business community all have a role to play.

Planning staff positions have been reduced and more staff have been shifted from long-range legislative projects to handle a short-range land use caseload of staff reports and permit processing. The dramatic increase in work load and the accompanying shift in staff priorities were caused by two principle factors: 1) annexation of over 57,000 people and 40 square miles of land (necessitating annexation re-zoning studies) and, 2) an improving economy. Between 1985 and 1988, the number of land use cases nearly doubled, from 545 to 922; and pre-application conferences for Title 33 have more than tripled, from 103 to 375. In the Permit Center, telephone requests increased from 13,567 to 17,000; walk-in requests went from 6,076 to 8,800 and plan checks similarly doubled from 1,000 to 2,000.

The city's Neighborhood Needs Process demonstrates the interest in having the bureau prepare neighborhood development plans. There were six (6) Neighborhood Needs Requests submitted in fiscal year 1988 for neighborhood plans in fiscal year 1989. There were also two requests for land use and zoning studies. Several of these requests represent the second or third time the neighborhoods have asked for the project.

The four-person neighborhood planning staff was eliminated from the FY 1987-88 budget in spite of the successful completion of neighborhood plans for Kerns, Sullivan's Gulch, and Hosford-Abernathy.

### **Relevant Plans and Programs**

Below is a listing of relevant plans, programs and initiatives which affect neighborhood revitalization. Virtually every aspect of the bureau's day-to-day operations affect issues of neighborhood liveability, as do plans for neighborhoods, districts, areas, and specific studies. (See Technical Appendix for program descriptions.)

#### **Comprehensive Plan**

##### **1. Comprehensive Plan Implementation**

### Central City Plan

2. Central City Plan Implementation

### Code of the City of Portland (Zoning)

3. Zoning Code Rewrite Project (Title 33)
4. Title 33 Planning and Zoning (Title)
5. Title 34 Subdivision and Partitioning
6. Procedures Streamlining (new Type I, II, III)

### Neighborhood Plans (see Neighborhood Planning Process Brochure)

7. Corbett/Terwilliger/Lair Hill Plan
8. Cully/Parkrose Community Plan
9. Marquam Hill Policy Plan
10. Hazelwood Community Plan
11. Buckman Neighborhood Policy Plan
12. Kerns Neighborhood Action Plan
13. Terwilliger Parkway Plan
14. Sullivan's Gulch Neighborhood Action Plan
15. Transit Station Area Planning Program
16. Wilkes Community and Rockwood Corridor Plan
17. Hosford/Abernathy Neighborhood Action Plan

### Design Guidelines

18. Downtown Design Guidelines
19. Terwilliger Parkway Design Guidelines
20. Macadam Corridor Design Guidelines

### District Plans

21. Northwest District Policy Plan
22. Northwest Hills Study Development Scenarios and Background Report
23. Macadam Corridor Study
24. Northwest Triangle Report
25. South Auditorium Plan District

### Specialized Plans

26. Public Facilities Master Plan
27. Historical Resources Inventory
28. Willamette Greenway Plan
29. Environmental Concern Areas
30. Scenic Views, Sites, and Drives Inventory Discussion Draft
31. Convenience Store Study

Proposed FY 1988 Work Program Drafts

32. Inner North-Northeast District Action Plan (unfunded)
33. Proposed Institutional Use Study (unfunded)
34. Proposed Social Service Siting Study (unfunded)  
Housing (see housing section for more complete description)
35. 1988 Annual Report, An Introduction to Portland's Programs and Policies
36. Residential Demolition Report and Recommendation
37. Central City Plan Housing Background Reports
38. Local Options for Funding Very Low Income Housing
39. Residential Limited Property Tax Exemption Application
40. Numerous Housing Planning and Policy Reports and Studies.

## Findings

- \* The city's long-range comprehensive planning function is necessary to provide the leadership and overall framework for guiding decision-making for development and redevelopment.
- \* Interest remains high for the development of neighborhood plans as evidenced by Neighborhood Need Requests for several years.
- \* Several neighborhood issues demand planning attention but remain unfunded. In particular they are in the areas of siting and expansion of institutional uses in residential areas and the siting and expansion of social services. Current density criteria and inventories for institutional forms of housing are dated.
- \* Neighborhoods and businesses (Northeast Boosters) in inner-north and northeast Portland have expressed specific interest in a land use and zoning study as a way to resolve some long-standing issues of business and industrial expansion and neighborhood preservation.
- \* The Zoning Code Rewrite Project must be continued and completed on schedule. It raises broad neighborhood revitalization and liveability issues such as bed and breakfast, mixed-use commercial, rezoning, etc.
- \* In the past three years, the city gave special attention to planning for the central city. While continuing to implement this plan, the Bureau should turn its attention to those long-range legislative studies and plans that are more neighborhood-based such as re-zoning studies and special commercial and business district plans. It is important to note that the Central City Plan was a special funded project beyond the basic resources of the Planning Bureau.
- \* The potential land use impacts of recent school building expansion programs have caused concern among adjacent residents requiring close coordination between city and school district planning officials.
- \* The Planning Bureau needs to provide professional planning expertise in undeveloped or redeveloping areas in order to foster an overall master plan in large areas with multiple ownership. One such example is the East Columbia Neighborhood which needs planning assistance for the multi-use development of a large tract of undeveloped land which can accommodate up to 400 residential housing units.

- \* The Planning Bureau should provide a forum for neighborhood comments on large or significant site specific development proposals.
- \* Budget restrictions in recent years have resulted in reductions of planning staff.
- \* Much of the city's current housing stock is aged and over the next 20 years an increasing number of housing units will be removed or abandoned. The type, density and timing of replacement housing will be an increasingly significant issue as we move into the 21st century.
- \* The Planning Bureau, in cooperation with the Office of Fiscal Administration, should develop and maintain a data and map base on land use and other characteristics on a neighborhood-by-neighborhood basis.

### Objectives

- \* Maintain Portland's national reputation as a high-quality urban environment through city-wide comprehensive planning and detailed neighborhood plans.
- \* Maintain, improve, and implement Portland's land use policy framework, particularly in residential neighborhoods and commercial business districts.
- \* Develop, improve, streamline, and apply land use regulations that implement the land use policies adopted by the City Council and comply with state requirements for local land use regulations giving particular attention to enhancing neighborhood development and liveability.
- \* Identify and initiate needed long-range planning activities aimed at resolving existing and avoiding future problems. Give special emphasis to balancing the interests of protecting viable residential area and enhancing commercial and industrial districts.
- \* When possible, develop or assist in the development of neighborhood or other small area development plans which provide a decision making policy framework to guide growth and development on a small area basis.

## **Bibliography - Land Use and Zoning**

### **Category: Comprehensive Plan**

**Author:** Bureau of Planning  
**Title:** Goals and Policies  
**Date:** Revised 1988  
**Re Location** Planning Library  
**Brief Summary:** The Comprehensive Plan of the City of Portland, effective January 1, 1981 provides a guide for all land use related development including housing, commercial and industrial activity as well as for the provision of public facilities and services required to support that development. Goals and Policies establish a framework for land use program and funding decisions related to the eleven Goal areas.

**Author:** Bureau of Planning  
**Title:** Comprehensive Plan  
Metropolitan Coordination Element 1,  
Urban Development Element 2,  
Neighborhoods Element 3  
Housing Element 4  
Economic Development Element 5  
Transportation Element 6  
Energy Element 7  
Environment Element 8  
Citizen Involvement Element 9  
Plan Review and Administration Element 10  
Public Facilities Element 11  
**Date:** 1981  
**Re Location** BOP Library  
**Brief Summary:** These support documents to the Comprehensive Plan contain a list of the Goals, and the rationale and implementation measures for the policies as listed above. They were written in support of the comprehensive plan as adopted in 1981 and required by LCDC.

### **Category: Code of the City of Portland**

**Author:** Bureau of Planning  
**Title:** Planning and Zoning Title 33  
**Date:** Revised, 1987 originally adopted 1959  
**Re Location** BOP Library  
**Brief Summary:** The several purposes of this Title are to encourage the most appropriate use and development of land throughout the City of Portland. Furthermore, the scope of this Title is to regulate and restrict the location and use of buildings, structures, and land for business, industry, commerce, and dwellings, and for public, semi-public, and other specified uses.

Author: Bureau of Planning  
Title: Portland Zoning Code Title 33 Discussion  
Draft  
Date: 1988  
Re Location BOP Library  
Brief Summary: Proposed new zoning Code for The City of  
Portland.

Author: Bureau of Planning  
Title: Portland Zoning Code Title 34, Subdivision  
and Partitioning Regulations  
Date: Revised, 1987 originally adopted 1959  
Re Location BOP Library  
Brief Summary: This Title of the City code is adopted for  
the purpose of protecting property values, furthering the  
health, safety and general welfare of the people of the  
community and to provide uniform standards for the subdivision  
and partitions of land and the installation of related  
improvements in the City of Portland.

Author: Bureau of Planning  
Title: Industrial Zoning Code Improvement Project  
Final Code and Policy Revisions  
Date: 1986  
Re Location BOP Library  
Brief Summary: The City Council, through the Industrial  
Zoning Code Improvement Project, has adopted new land use  
regulations for Industrial area.

Author: Bureau of Planning  
Title: Sign Code Rewrite Project  
Date: 1986  
Re Location BOP Library  
Brief Summary: This report presents a rewritten set of  
sign regulations for Title 33, Planning and Zoning.

Author: Bureau of Planning  
Title: Zoning Code Improvement Project Additions  
of Comparable County Regulations  
Date: 1986  
Re Location BOP Library  
Brief Summary: In order to provide continuity in land-use  
regulations for areas annexed from Multnomah County, three new  
zones have been added. These zones will be incorporated in the  
new zoning code upon it's final adoption.

Author: Bureau of Planning  
Title: C5, Limited Commercial, Zone Revision To  
accomplish comparable zoning  
Date: 1983 (not available)  
Re Location BOP Library  
Brief Summary: This report is to provide continuity in

land-use regulations for areas annexed from Multnomah County to Portland.

Author: Bureau of Planning  
Title: Procedures Streamlining  
Date: 1984  
Re Location BOP Library  
Brief Summary: This report presents the recommendations of the Procedures Streamlining Project. The primary intent of the Project has been to assign the new Type I, II, and III procedures to Title 33 to the various land use reviews throughout the Zoning Code.

Author: Bureau of Planning  
Title: Industrial Zoning Code improvement Project Mapping for Columbia Corridor Part 1: South Shore  
Date: 1987  
Re Location BOP Library  
Brief Summary: This report describes new City land use regulations, including establishment of City Comprehensive Plan Map designations and zones for the Columbia South Shore Industrial Area.

Author: Bureau of Planning  
Title: Environmental Regulations Amendments to the Comprehensive Plan and City Code Title 33  
Date: 1988  
Re Location BOP Library  
Brief Summary: This report presents amendments to the comprehensive Plan policies and objectives related to wetland, water bodies, and wildlife habitat areas, and the E, Environmental Concern Zone, adopted by the Portland City Council on June 15, 1988.

**Category: Neighborhood Plans**

Author: Bureau of Planning  
Title: Cully/Parkrose Community Plan  
Date: 1986  
Re Location BOP Library  
Brief Summary:

Author: Bureau of Planning  
Title: Hazelwood Community Plan  
Date: 1986  
Re Location Planning Library  
Brief Summary: The Hazelwood community Plan establishes a framework to guide public and private actions which will shape the future of the community. This report address policies, design guidelines, Banfield light rail corridor station area

goals and community issues and concerns.

Author: Bureau of Planning  
Title: Kerns Neighborhood Action Plan  
Date: 1987  
Re Location BOP Library  
Brief Summary: This report addresses land use and economic issues, transportation routes, population growth, river uses, and cultural needs of the Kerns neighborhood.

Author: Bureau of Planning  
Title: Sullivans Gulch Neighborhood Action Plan  
Date: 1987  
Re Location BOP Library  
Brief Summary: This plan includes goals, policies, and objectives as a tool for the neighborhood to be involved with planning Sullivans Gulch neighborhood.

Author: Bureau of Planning  
Title: Wilkes Community and Rockwood Corridor Plan  
Date: 1987  
Re Location BOP Library  
Brief Summary: The Wilkes Rockwood plan establishes a framework to guide public and private actions which will shape the future of the area.

Author: Bureau of Planning  
Title: Hosford/Abernethey Neighborhood Action Plan  
Date: 1987  
Re Location BOP Library  
Brief Summary: The Hosford/Abernethey Plan establishes a framework of goals, policies, and objectives to guide public and private actions which will shape the future of the area.

Author: Bureau of Planning  
Title: Convenience Store Study  
Date: 1986  
Re Location BOP Library  
Brief Summary: The Purpose of the Convenience Store Study was to identify all the relevant issues regarding the development and operation of convenience stores, to determine their extent, and to offer solutions, methods, or processes to address those issues.

Author: Bureau of Planning  
Title: The Neighborhood Planning Process  
Date: No Date (Est. 1987)  
Re Location BOP Library  
Brief Summary: This brochure gives general information on the neighborhood planning process.

**Category: Annual Reports on the Comprehensive Plan, City of Portland**

**Author:** Bureau of Planning  
**Title:** Annual Report on the Comprehensive Plan for the City of Portland.....for 1981, 1982,1983,1984,1985,1986  
**Date:** 1982, 1983,1984,1985,1986,1987  
**Re Location** BOP Library  
**Brief Summary:** These reports summarize the prior years zone changes and Plan Map Amendments, development activity, and annexations of land area as they impact the Portland area.

**Category Central City Plan**

**Author:** Bureau of Planning  
**Title:** Central City Plan  
**Date:** 1988  
**Re Location** BOP Library  
**Brief Summary:** This report consists of The Adopted Central City Plan and the following parts. The Plan Map and Land Use Designations, Vision Statement and the Goals and policies make up the Plan that was adopted by ordinance by the City Council. Also adopted by resolution were the action charts, maps and district urban design plans which accompany the policies.

**Author:** Bureau of Planning  
**Title:** Central City Support Documents  
**Date:** 1983 - 1988  
**Re Location** BOP Library  
**Brief Summary:** There are 65 Central City Plan technical reports. These include

- 1) Economic Development (15). These reports include 9 briefing papers on population, employment, office space development, retail development and general business activity in the central city business and industrial districts.
- 2) Recreation (1).
- 3) Environment ( 1).
- 4) Housing (5). These reports analyze housing implementation strategies, give status reports on SRO housing, and discuss housing needs in the central city
- 5) Transportation (2).
- 6) Art (5). These reports address general needs and development of art in the central city
- 7) Entertainment (1).
- 8) Human Services (4).
- 9) Public Safety (2).
- 10) Land Use/Urban Design (9). These nine reports discuss riverfront and water use, historic preservation and compatible infill development in the central city.
- 11) District Briefing Papers and Baseline Data (11). These

reports give statistical overviews for the districts of Lower Albina, Lloyd Center /Coliseum Central Eastside, North Macadam Downtown/Goose Hollow, NW Triangle.

12) Public Review Documents (5).

13) Citizen's Reports (3).

**Category      Design Guidelines**

Author:                      Bureau of Planning  
Title:                         Downtown Design Guidelines  
Date:                         1983  
Re Location                 BOP Library  
Brief Summary:              The twenty general guidelines, and additional special district guidelines in this document are to implement the four goals for downtown design.

Author:                      Bureau of Planning  
Title:                         Terwilliger Parkway Design Guidelines  
Date:                         1983  
Re Location                 BOP Library  
Brief Summary:              The Terwilliger Parkway Design Guidelines have been approved by the City Council for use by the Design Commission for product evaluation and acceptability within the Terwilliger Design Zone

Author:                      Bureau of Planning  
Title:                         Macadam Corridor Design Guidelines  
Date:                         1985  
Re Location                 BOP Library  
Brief Summary:              This publication contains the Background and History for Macadam Corridor Design Review. Additionally the review process, application requirements, goals for Macadam corridor design and the guidelines are detailed.

**Category                      District Plans & Reports**

Author:                      Bureau of Planning  
Title:                         Northwest District Policy Plan  
Date:                         1977  
Re Location                 BOP Library  
Brief Summary:              This document provides:  
1.            a description of where the planning process has led and what remains to be done in order to address Northwest District issues:  
2.            the Planning Commission's recommended policy revisions and actions to City Council and  
3.            an appendix including the adopted goals and policies for the District and correspondence

Author:                      Bureau of Planning  
Title:                         Northwest Hills Study Development Scenarios Report

Date: 1984  
Re Location BOP Library  
Brief Summary: The purpose of this report is to provide an outline of three possible futures for the NW Hills Study Area.

Author: Bureau of Planning  
Title: Northwest Triangle Report  
Date: 1985  
Re Location BOP Library  
Brief Summary: The Northwest Triangle report is to serve a dual purpose:  
1. To set a policy framework for future decision making and action within the District; and  
2. To purpose specific implementation measures which will forward this policy direction.

Author: Bureau of Planning  
Title: Northwest Hill Study Background Report  
Date: 1984  
Re Location BOP Library  
Brief Summary: The purpose of the NW Hills Study is to address the issues of change in the district and to achieve goals and objectives in land use and public facilities and services for the district.

Author: Bureau of Planning  
Title: South Auditorium Plan District  
Date: 1984  
Re Location BOP Library  
Brief Summary: This report provides protections within the zoning code for the character of the South Auditorium Renewal District.

**Category FY 1988 Proposed Work Program Studies and Plans**

Author: Bureau of Planning  
Title: Proposed Institutional Use Study Work Program  
Date: 1988  
Re Location BOP Library  
Brief Summary: This report will discuss inventory results of concerns and conflicts arising from the location, growth and relocation of institutions in residential zones, e.g., hospitals, schools, and residentially-oriented social services such as RCF's, halfway houses, ICF's, CCF's, etc.

Author: Bureau of Planning  
Title: Proposed Social Services Siting Study  
Date: 1988  
Re Location BOP Library

**Brief Summary:** This work program proposes to develop a citywide plan to guide the siting and expansion of facilities which directly provide food and temporary shelter. It would implement a recommendation of the Central City Plan.

**Author:** Bureau of Planning  
**Title:** Proposed Inner North-Northeast District  
Action Plan Work Program

**Date:** May 20, 1988

**Re Location** BOP Library

**Brief Summary:** This proposed plan would address the economic development and neighborhood improvement issues of the area.

**Title:** Public Facilities Master Plan

**Date:** 1988

**Re Location** BOP Library

**Brief Summary:** This report details the development and adoption of a long-rang Public Facilities Master Plan as an implementation component of Portland's Comprehensive Plan. The primary focus of the plan will be in the three key service areas of water, sewer, and transportation.

**Author:** Bureau of Planning

**Title:** Willamette Greenway Plan

**Date:** 1988

**Re Location** BOP Library

**Brief Summary:** The Willamette greenway Plan presents goals and objectives delineates plan boundaries, discusses Greenway Concepts and presents the land use controls to be implemented to meet the goals and objectives for areas bordering the Willamette River.

**Category** Housing

**Author:** Bureau of Planning

**Title:** Annual Housing Reports for 1983, 1984,  
1985, 1986, and 1988

**Date:** n/a

**Re Location** BOP Library

**Brief Summary:** The Annual Housing Report describes how Portland is working to implement its housing policies and address the housing needs of a variety of city residents including the no and very low income homeless, low and moderate income, as well as middle income.

## B. TRANSPORTATION

### Assessment

Multnomah County contains a comprehensive transportation network. The system accommodates local, regional, national, and international movements, providing facilities for highway, rail, river, and air traffic. Numerous terminals coordinate the transfer of passengers and freight between modes. Given the area's role as the dominant financial, business and population center of the State and with its location at the confluence of the Willamette and Columbia Rivers, area transportation providers are responsible for offering a number of unique services to the State as well as the region.

### STATUS AND CONDITION REPORT

In 1985, the Portland Office of Transportation began a systematic analysis of Portland's transportation infrastructure value and condition. The impetus for this analysis stemmed from a concern across the nation of deteriorating streets, bridges and other capital facilities.

The assessment differs from previous needs assessments in that it gives a comprehensive statement of transportation system repair and preservation needs and a range of service levels and costs so that the public and decision-makers can make informed decisions. Policies for funding priorities within and among inventories are being developed. The July, 1987 report found unmet needs totaling \$47 million. (See the technical appendix for a detailed analysis of the transportation system.)

While Portland has an excellent transportation system, among the reasons the city has fallen behind in its ability to meet the unmet repair and replacement needs are:

- It has been easier to get funds for new facilities than to secure funds to keep existing facilities in good condition.
- Maintenance funding required for new facilities has not been set aside.
- Maintenance of existing facilities has been deferred due to reductions in available funds.
- Many physical facilities were built in the early 1900's and have reached the end of their useful life.

### Relevant Plans and Programs

There are three major transportation agencies in Multnomah County: Portland Office of Transportation, Tri-Met, and Multnomah County. Below is a brief listing of the major transportation agencies, plans and programs affecting

neighborhood liveability and revitalization.

City of Portland, Office of Transportation:

The Portland Office of Transportation (PDOT) is responsible for the planning, construction, operation, and maintenance of approximately 2,000 miles of streets in the City and County. With an annual budget of over \$55 million, PDOT administers a capital budget of \$25.2 million. This provides funding in fiscal year 1988-89 for the Arterial Improvement Program (15 major projects), the Local Improvement Program (7 projects, including neighborhood curb ramps, LID design and construction and 16 HCD design and construction projects in northeast and southeast). The Development Services Program for street improvement provides the transportation needs of new developments, subdivisions and major commercial and industrial areas and central city projects such as Pioneer Place and Convention Center.

PDOT is comprised of three bureaus: the Bureau of Traffic Management, Bureau of Transportation Engineering, and the Bureau of Maintenance. The major transportation planning and finance functions are contained in units within the Office of the Transportation Director.

The following PDOT programs affect neighborhood liveability:

- Arterial Streets Classification Policy (ASCP). The ASCP is the City's transportation policy document and is used by the city, citizens, and other agencies to identify problems, to develop and evaluate projects, and to review private development proposals that will influence the street system. Included are a number of general and specific policies intended to protect neighborhoods from problems related to through traffic. The ASCP provides the policy basis for the NTMP as well as capital project development. The ASCP is updated every five years with the next update tentatively scheduled for fiscal year 1989. Included in the update is an extensive citywide citizen involvement effort.
- Public Facilities Plan (PFP). Transportation Planning is currently completing the initial Transportation Element of the City's Public Facility Plan. The PFP is mandated by the state and requires cities to prepare facility plans in order to implement the land uses identified in their comprehensive plans. The Transportation Element of Portland's PFP breaks down project identification and development into four categories: capacity and operations; safety; neighborhood liveability; and economic development. For each category, project development criteria and procedures are identified.

- The Neighborhood Traffic Management Program (NTMP) improves neighborhood liveability by identifying and implementing solutions to traffic volume, speed, and safety problems on local residential streets. Since its inception in 1984, this program has undertaken 22 projects and constructed 56 traffic management devices.
- The Resident Permit Parking Program protects neighborhoods from commuter intrusion by imposing parking time limits for non-local vehicles. Over 5,000 permits are sold each year to area residents and local employees in four neighborhoods.
- Parking Patrol responds to neighborhood requests to enforce parking regulations. Efforts have recently increased in inner-Northwest Portland, the most congested, non-metered area in the city. This focus has improved both residential and business vitality in the Northwest area.
- Traffic and Parking Operations receive hundred of requests each year for traffic and parking improvements. Requests cover such issues as speeding on residential streets and needs for parking regulation to accommodate customer parking and truck loading and delivery. All requests are responded to and most result in positive action being taken. Due to inadequate staffing, parking requests may take up to six months to be completed.
- The Residential Street Lighting Conversion Program has improved lighting levels in residential areas by converting street lights to high-pressure sodium-vapor luminaries. This effort is projected to save the City \$870,000 each year in energy costs once all conversions are completed.

In addition to ongoing programs, several special projects are currently under way:

Division, Eastmoreland, Sullivan's Gulch, and Eliot Neighborhood Traffic Management Projects. These projects are neighborhood-wide studies to address the issues of high traffic volumes and speeding occurring in these areas. Six smaller projects are also under way.

Crime Prevention. PDOT is assisting the Police Bureau in its crime and gang fighting efforts by responding to requests for street closures and parking removal. These efforts have reduced or eliminated the impacts of concentrated criminal activities on neighborhoods. The street lighting program is also helpful in this regard.

Neighborhood Needs Requests. Each year, PDOT is assigned 25% to 40% of all Neighborhood Needs received by the City. In addition, PDOT receives thousands of requests from the public for transportation improvements. All requests are responded to and most result in some action being taken.

1989 Legislative Session. One of the most common concerns heard by PDOT is about excessive speed traffic, especially through residential areas. PDOT is proposing that the City pursue changes in speed limit laws that would result in more effective and efficient enforcement.

#### PORTLAND PUBLIC SCHOOLS

Portland Public Schools' Transportation Department transports 13,000 school children daily. The District contracts for use of 249 buses and operates 83 of its own vehicles.

#### TRI-MET

Tri-Met is responsible for transit service throughout the Portland Metropolitan area. Tri-Met uses the fiscal year 1988-92 Transit Development Plan to provide the framework for the development of the annual Tri-Met budget. Key concepts of the plan include:

- \* a commitment to financial stability
- \* greater reliability of existing service, and
- \* a commitment to high-quality transit service.

#### **Findings**

- \* A long-term funding solution to the growing backlog of repair and replacement transportation improvements is needed in order to meet the existing unmet needs of over \$47 million. The evaluation of funding options should consider neighborhood-based traffic and transportation needs.
- \* A light rail improvement plan is needed with particular attention given to expansion options that will remove traffic congestion from local streets and improve access. The light rail expansions north and west should be examined for their importance for neighborhood liveability and revitalization.
- \* Most of the major identified HCD-funded local street and transportation projects in northeast and southeast HCD neighborhoods have been completed, leaving smaller traffic and pedestrian safety issues to be addressed through the Neighborhood Traffic Management Program (NTMP).
- \* The NTMP is the city's primary mechanism to identify and

target local traffic and transportation projects. If fewer neighborhood plans are prepared in the future, the NTMP needs to systematically hear from and communicate with neighborhood organizations to identify their transportation improvement needs.

- \* The Convention Center Loop is needed to keep traffic from infiltrating into neighborhoods and accommodate the economic growth which is expected in the Lloyd Center area.
- \* The street cleaning program can be more cost effective if property owners and businesses are notified of scheduled cleanings so parked cars can be removed during cleaning.
- \* New revenues and adequate federal funding is needed by Tri-Met to meet its Five-Year Transit Development Plan (TDP) and assure maintenance of service levels.
- \* Tri-Met's TDP proposal to reallocate least productive service in the system to areas with greater demand needs to fully assess the long-term impact of diminishing or abandoning service to areas of socio-economic distress.
- \* Those elements of the TDP that enhance neighborhood liveability and revitalization and enhance schedule reliability and information need to be fully analyzed.

### **Objectives**

- \* Provide for the safe and efficient movement of people, goods and services to enhance the economic vitality and liveability of the City of Portland.
- \* Secure stable funding to meet ongoing capital and maintenance requirements and maintain the transportation system in order to assure long-term cost efficiency.
- \* Identify leadership for a coordinated regional transportation system in order to meet the community's transportation needs.

## Bibliography - Transportation

Bureau of Transportation, Planning and Finance. Public Facilities Plan - Transportation Element, Discussion. Office of Transportation Director: July, 1988. A state requirement, this element of the plan breaks down project identification and development into four categories: capacity and operations; safety; neighborhood liveability; and economic development.

Office of Transportation, Bureau of Traffic Management. Neighborhood Traffic Management Program. Office of Transportation Director: April, 1988. Describes the city's process for reviewing projects based on data gathered on speed, volume, accidents, etc., and priority rankings developed using an "NTM Point System" for a variety of traffic control devices, i.e., circles, cul-de-sacs, diverters, or curb extensions.

Office of Transportation. Arterial Streets Classification Policy, City of Portland. Office of Transportation Director: July 19, 1984. Describes the city process for identifying problems and developing and evaluating projects including private development proposals affecting the street system. It is the policy basis for the NTMP and is updated every five years.

Transportation, Planning and Finance, Office of Transportation Director. Portland's Transportation System: Status and Condition Report, Technical Appendix. Office of Transportation Director: July, 1987 (Published November, 1987). Provides a performance-based needs assessment of transportation service levels, predicting transportation needs for five and ten years into the future. The report defines the city's physical transportation facilities and their condition.

Tri-Met. Transit Development Plan, 1988-92. Tri-Met: 1987. This plan describes Tri-Met's goals, objectives, and recommended capital improvements to the transit system over the next five years including a financial/revenue plan, modifications to service, etc.

Bureau of Traffic Management. Goose Hollow RPPP Supplemental Plan Description. Bureau of Traffic Management: January 1, 1987. This program report describes the policies which guide the issuance and use of Goose Hollow RPPP Permit Decals.

Bureau of Traffic Management. Residential Parking Permit Program, Ordinance No. 159044. Bureau of Traffic

**Management: September 25, 1986.** A program where residents and area businesses are issued permits which grant on-street parking privileges in the neighborhood where they reside or work to exceed posted time limits.

**Bureau of Traffic Management, Janice Newton. Neighborhood Traffic Management Process (NTMP) Projects. Reports to Council: April 21, 1987; September 8, 1988; May 7, 1986.** Bureau of Traffic Management, Office of Transportation Director. Three report to City Council authorizing resolution for construction of neighborhood traffic management improvements and devices in northeast and southeast Portland.

**Tri-Met. Westside Light Rail Brochure. Tri-Met: June, 1988.** Describes the need, analysis, and financing and timing of light rail expansion westward to Washington County.

## C. PUBLIC FACILITIES AND ENVIRONMENTAL SERVICES

### Assessment

Portland prides itself on the quality of its drinking water, and rightly so. It has one of the nation's purest and most plentiful water supplies. The 102 square mile Bull Run Watershed is usually more than adequate to meet the City's average use of 125 million gallons of water per day. It is so abundant in fact that Portland wholesales water to other jurisdictions. In times of drought, the City also has 19 operating groundwater wells, located in the center of the Columbia Industrial Corridor. With over 1,500 miles of water mains in place carrying water to 145,000 consumers, Portland's Bureau of Water Works is now shifting its primary focus from development of water resources to increasing the efficiencies of the water system and improving water quality.

Two water quality issues that the Bureau is acting on are removal of lead pigtail pipes from approximately 7,000 houses built before 1935 in North, Northeast, and Southeast Portland, and joint management of the Bull Run Watershed with the U.S. Forest Service. After much debate, the City has recently allowed logging of damaged trees from the watershed.

In a major project the Water Bureau is working with the Portland Development Commission in planning \$30 million of public improvements at the Columbia South Shore industrial site. Annexations in mid-Multnomah County have imposed significant challenges for Portland's municipal water services as well. Over a dozen separate water districts, including Rose City, Powell Valley, Hazelwood, Parkrose and Rockwood, have come under city management through annexation. In some areas, the addition of these water districts will require an upgrading of facilities.

Columbia South Shore and mid-Multnomah County are also areas of activity for Portland's Bureau of Environmental Services. Under an order from the State Environmental Quality Commission to protect and restore the groundwater in mid-county, the City must seal off 56,000 cesspools and provide municipal sewer service to 130,000 mid-county residents. This mammoth project will cost over \$350 million and take 17 years to complete. Sixty-two Local Improvement Districts have been created in the affected urban services area. Most of the new trunk lines are already in place and the Bureau of Environmental Services expects to add service to about 3,500 households per year. Users of the expanded wastewater system will foot most of the bill in spite of a \$27 million contribution by the federal government. The average single-family homeowner in mid-county will pay about \$5,500 for a connection fee, permits, private plumbing costs, and assessment fees. Various financing schemes and deferrals are available

through city Bancroft Bonds, City and County Community Development Loans, and the State Safety Net Program. In the short run the sewer expansion project is expected to have some negative impacts, such as suppressed marketability and resale value of properties awaiting sewer service and strain on area residents who must pay the upfront costs for the new service. Economic analysts predict, however, that the project will have a long-range positive effect on property values and development in mid-county.

Other environmental services issues that affect liveability in Portland are water quality, flood control, and solid waste management. When the City's wastewater pumping system diverted raw sewage into the Willamette River this summer, many Portlanders became concerned. The City's combined sanitary and storm sewer overflows system also diverts sewage into the river several time each year. The Bureau of Environmental Services is studying this problem, along with non-point sources of pollution and other water quality issues at the treatment plant's outfall into the Columbia Slough.

The City also has several responsibilities for solid waste management services. Among them are development of a plan for the phase out of the St. John's Landfill site, issuing permits to independent garbage haulers and implementing a recycling program. Because the federal Environmental Protection Agency and the state Department of Environmental Quality regulate solid waste reduction, and the Metropolitan Service District has jurisdiction over regional recycling issues, there is a need for greater coordination and definition of roles in this area.

The City and County can establish policies regarding solid waste management to regulate dumpsters, residential garbage service, etc. Currently the City and County have no mandatory garbage collection requirement. This results in some garbage accumulation and illegal dumping which has a significant impact on neighborhood liveability in certain areas.

## **Relevant Programs and Initiatives**

### **City of Portland**

#### **Bureau of Water Works**

The Bureau of Water Works administers programs for water supply, distribution and quality. It oversees management of the Bull Run Watershed, 19 groundwater wells, storage reservoirs, pump stations, storage tanks, and over 9 million feet of city-owned water mains. The Bureau also operates 90 public fountains and all 10,500 fire hydrants in the City. It currently has several capital improvement programs underway that the Bureau believes will enhance economic development: The Main Program, Fire Flow Enhancement Program, Columbia South Shore Development,

Groundwater Development, Water Loss Reduction, Hydrant Program, Annexation Main and Hydrant Programs, and the Hayden Island Acquisition and Upgrade.

Bureau of Hydroelectric Power

The Bureau of Hydroelectric Power operates three city-owned power plants at Bull Run and Mt. Tabor. Output from the plants is sold to Portland General Electric.

Bureau of Environmental Services

The Bureau of Environmental Services is responsible for the sewage collection, storm drainage, wastewater treatment, and solid waste management services provided by Portland. It provides sewage collection to an estimated 113,000 customers. Over 1,500 miles of pipelines and 71 pump stations are provided and maintained along with engineering design, construction management, financing, and customer services. The City also operates two wastewater treatment plants at Columbia Boulevard in North Portland and in Lake Oswego. In 1987-88, the Bureau licensed 124 private garbage haulers and implemented a residential recyclable collection plan. It has a flood control study underway for the Johnson Creek Drainage Basin and a water quality study in process for the Columbia Slough. The major capital improvement program for the Bureau is the Mid-County Sewer Project.

Bureau of Maintenance, Office of Transportation Director

The Bureau of Maintenance performs routine inspection and maintenance of the City's sewer lines and storm drains. It provides these services under an interagency agreement with the Bureau of Environmental Services.

In addition to the activities of individual bureaus, there are other task forces and initiatives underway. One such effort is the newly formed Solid Waste Oversight Committee, which will examine issues including mandatory garbage collection and regulation of haulers. The Planning Bureau is also coordinating the preparation of a 20-year public facilities plan for water, sewer, storm sewer and transportation services.

**Findings**

- \* The Mid-Columbia Sewer Project must proceed in a timely and affordable manner in order to meet state requirements, preserve property values, and to allow new development to proceed.
- \* An analysis of the storm drainage needs of mid-Multnomah County should be undertaken and considered in major new development approvals in the area.
- \* The wastewater pump system and combined sewer overflows

system should be evaluated for alternatives that will reduce diversion of untreated sewage into Portland's rivers.

- \* There is a need for greater policy coordination and definition of roles in solid waste reduction.
- \* Subsidizing Portland's System Development Charges for municipal water and sewer improvements could be used as an incentive for development in selected target areas.
- \* Efforts to clean up the Columbia Slough and improve water quality in Portland's rivers and groundwater should be continued.
- \* Removal of lead pigtail pipes and identification and removal of other hazardous contaminants in the City's drinking water would be beneficial to area residents.
- \* Methods of encouraging garbage collection and reducing problems of illegal dumping should be explored.

#### **Objectives**

- \* Provide sufficient water and sewer services, flood control, and solid waste management to City residents at reasonable rates.
- \* Extend municipal water and sewer services to residents of mid-Multnomah County in a timely, efficient and affordable manner with an equitable distribution of costs.
- \* Protect and improve Portland's water quality.
- \* Develop policies and programs such as mandatory garbage collection to prevent illegal dumping.

**Bibliography - Public Facilities and Environmental Services**

- City of Portland, Bureau of Water Works. Annual Statistical Report. Portland: June, 1987. A statistical summary of property, plants, equipment and services provided by the Water Bureau.**
- City of Portland, Bureau of Water Works. Annual Report. Portland: June, 1987. An overview of Portland's water supply system and the activities of the Bureau of Water Works.**
- City of Portland, Bureau of Water Works. Capital Improvement Program, 1988-93. Portland: January, 1988. Plans for capital improvements to the city's water supply and distribution system over the next five years.**
- City of Portland, Bureau of Environmental Services. Mid-County Sewer Construction Schedule. Portland: January, 1988. Projected construction dates and maps for sewer trunk lines and local improvement districts in mid-Multnomah County.**
- City of Portland, Bureau of Environmental Services. Straight Talk About Sewers. Portland: 1987. A series of informational newsletters to mid-County residents about converting from cesspools to municipal sewer service; how to do it and how to pay for it.**
- City of Portland, Bureau of Planning. Public Facilities Plan. Portland: September, 1988. A support document to the City's Comprehensive Plan that presents a 20-year public facilities plan for water, sewer, storm sewer and transportation.**

## VI. NEIGHBORHOOD LIVEABILITY BACKGROUND INFORMATION

### A. BACKGROUND

Specific, measurable information at a neighborhood level will be very valuable in determining target areas for programs and monitoring effectiveness over time. In the development of the Neighborhood Revitalization Strategy Report, a broad list of relevant data factors was identified. The following pages list data indicators for many of the issue areas covered in the report.

Fifteen individual factors from these indicators have been suggested for consideration as a Neighborhood Liveability Index which can be used immediately to begin planning and program development. The additional factors listed below could also be used if they are generated at a neighborhood level. This would provide a wider range of criteria to enable various jurisdictions to most appropriately target their specific programs.

It has become apparent from the effort to develop a set of neighborhood liveability factors that, today, Portland lacks a neighborhood management information system which can consistently track neighborhoods to provide comparisons between areas and to track changes over time. The development of such a system is recommended as a part of the Neighborhood Revitalization Strategy with lead responsibility assigned to the City Office of Fiscal Administration. It is also recommended that participating jurisdictions examine data indicators generated by their departments and explore the feasibility of further developing this data base.

## B. TARGETING OF CERTAIN PROGRAMS

### 1. What is targeting?

For the purpose of neighborhood revitalization, targeting is the means to direct resources to neighborhoods with priority needs requiring special attention. Targeting can either be done on a geographic basis or by focusing on a particular problem wherever it may occur.

For example, some neighborhoods are experiencing major problems of housing abandonment and illegal drug activity for which programs should be tailored to a specific neighborhood whereas many more neighborhoods may need a new mortgage lending strategy that is a non-geographic targeted program aimed at occupying long-term vacant houses. This is needed to resolve a variety of problems now being experienced in some city neighborhoods in order that all residents can enjoy a reasonable liveability standard. In other words the whole community benefits from targeting.

### 1. Why is targeting important?

Research by independent contractors and federal agencies has shown that targeting certain programs to specific geographic areas can leverage additional private investment and have a greater impact. Studies by the U.S. Department of Housing and Urban Development show that targeting distressed communities and neighborhoods can stretch limited resources further than to disperse them widely throughout a large geographic area.

In Portland, Housing and Community Development Block Grant funds have diminished while the city has grown in population, area, and the number of eligible neighborhoods. As a result, scarce resources are spread out more widely. Once eligible, there is little differentiation between the most severe needs and areas of more modest needs. Indeed, HCD eligibility presently covers about one-third of the 90 neighborhoods in Portland, representing about one-half of the total city population.

Program resources focused and concentrated in several homes on a block face or full block has a visual impact that signals other owners or potential owners that they're investing in an area that is stable. It shows people have a commitment to care for their property and look out for their neighbors.

**2. Who will decide which areas and programs to target?**

The City-County Neighborhood Revitalization Management Panel identified herein will be charged with applying liveability targeting criteria to develop a liveability index (see list of presently available targeting criteria data). The organization is also directed to work with city bureaus, to identify specific programs to target those identified areas. (See also technical appendix for list of targeting criteria according to functional areas.)

**3. How will targeting criteria be used?**

Targeting criteria will be used to make decisions about which of the certain discretionary programs will be targeted.

**4. What should be the geographic unit for targeting?**

The most appropriate geographic unit for both measuring neighborhood liveability and delivering services was the neighborhood association boundary. Using the neighborhood boundaries as the basic unit, it is also possible to group neighborhoods or to target to specific blocks inside a targeted neighborhood.

This finding is confirmed in an extensive report titled A Management Study Of Neighborhood Liveability In Portland, Oregon, published in 1978 by the then Office of Management Services, under then Commissioner-In-Charge Charles Jordan.

**5. Should most or all city, county, and school district services and programs be targeted?**

Most local programs have discretionary capacity to respond to changing needs and demands on an equitable basis. Thus, some components of most services and programs are candidates for targeting, some more than others lend themselves to targeting. Most city services are mandated by City Charter or other agreements to be provided at "basic minimum" levels city-wide. Once the "basic minimums" are satisfied, other services can be targeted. However, certain federally funded city programs are already 100% targeted by federal regulations, such as HCD, and may be even more narrowly targeted than is presently done.

**6. What are some examples of targeted programs?**

All City General Fund supported city services where more manpower can be deployed and targeted should be

identified. Certain municipal regulatory powers, such as lien foreclosure, may be targeted where appropriate.

HUD federally funded Housing and Community Development Block Grant programs providing:

1) Loans and grants for home repair and rehabilitation of single and multi-family housing; 2) limited property tax exemptions; 3) home security (locks) program; 4) housing code inspection enforcement; 5) business assistance loans and technical assistance; 6) urban homestead program, etc.; 7) park improvements; 8) street repair and maintenance, etc.

In addition the City also applies for and receives categorically funded housing programs such as HUD Section 8, Low Rent Public Housing, and Rental Rehabilitation funding which can be targeted.

Non-general fund revenues such as urban renewal tax increment and enterprise funds can also be targeted and through amendment, re-targeted programatically, as well as geographically.

**7. Where should certain program resources be targeted?**

Program resources should be targeted in those areas where:

- 1) The need is the greatest; and
- 2) Where the resource can have the most impact on improving an area and leverage private investment.

**8. Should all program resources be targeted to the neediest areas?**

Not necessarily. Areas of greatest need may require a deeper per capita resource expenditure tailored to specific problems and aimed at solving more long-term systemic problems. However, smaller investments in at-risk areas may prevent further deterioration.

**9. If we're not targeting only to the neediest areas, how should program resources be deployed?**

First, the targeted or priority neighborhoods should be further rated according to the severity of their liveability problems, ie., whether severe, moderate, or at-risk. Many neighborhoods may not be targeted at all. Among the three tiers of neighborhood type, some program approaches will work better and be more effective if they concentrate on an at-risk neighborhood rather than the severe neighborhood.

For example, in "at-risk" neighborhood, a private lender marketing program offering below-market interest rates and favorable loan terms might work where the housing market is still relatively sound and prospective homeowners need only relatively small encouragement to invest. In "severe" neighborhood, a wider range of tools, both regulatory and financial, may be necessary to try to reclaim entire blocks of predominately vacant or abandoned homes. For instance, it would be more advantageous to make well-below-market non-recourse loans and even grants in order to achieve market feasibility. It may be necessary to involve a wider range of property tax exemptions for prospective owner/occupants making a major investment. It may mean conducting more regular property tax assessments to more accurately reflect true market value so that existing property owners and prospective buyers are not overburdened.

**10. Should program efforts in targeted areas be either short or long term in scope?**

They must be both. Many socio-economic and environmental problems are deeply rooted. Neighborhood deterioration which began 20-25 years ago cannot be reversed in just 1-5 years. As a result, only a long-term commitment to concentrate certain services and programs will have an impact. Regional demographic, social, and economic forces have, in some areas, gradually eroded neighborhood liveability. Rapid suburban economic growth has led many families to relocate from inner-city areas to seek newer and more tranquil residential environments, believing they are escaping urban problems associated with disinvestment.

Long-term solutions must involve neighborhood and citizen-based efforts. These efforts include long-term neighborhood-based planning and long-term implementation measures.

After analyzing the city's 1978 report, titled A Management Study of Neighborhood Liveability In Portland, Oregon, and other studies, the neighborhood revitalization team concurs with the findings of this earlier report about targeting at the neighborhood unit, but also goes a step further to recommend further refinement of the targeting concept:

1. First, some types of programs should be targeted to blocks and block faces within specific concentrations of targeted neighborhoods. This targeting must occur at the bureau-by-bureau level and on a program-by-program basis.

2. Secondly, not all programs need to address the most severe neighborhood liveability problems. That is, some strategies to stabilize "moderate" or "at-risk" neighborhoods are important in order to avoid further spread and erosion in liveability.

#### NEIGHBORHOOD LIVEABILITY FACTORS

The following are neighborhood liveability factors presently available according to neighborhood association boundaries. While other factors exist, these were selected for their strong correlation with other indicators of neighborhood liveability in a variety of functional areas, as well as their availability by neighborhood. The factors reflect both socio-economic and environmental conditions. What follows are data indicators which could be used to develop a neighborhood liveability index.

<u>Data Indicator</u>	<u>Data Source</u>
1. Percent owner-occupied	NIP
2. Median house value	NIP
3. Median contract rent	NIP
4. Percent vacant/abandoned single family housing	Vacant/Abandoned Bldg. Task Force (Water Bureau)
5. Poor housing conditions ranking	BOB/BOP Report
6. Median household income	NIP
7. Percent female-headed household below poverty	Census
8. Nuisance complaints (ie., noise, refuse, abandoned autos towed)	NIP/BOB
9. Index crimes against persons/1000	PPB, Planning & Research Div.
10. Index crimes against property/1000	PPB, Planning & Research Div.
11. Drug arrests/1000	PPB, Planning & Research Div.
12. Percent unemployed	NIP
13. Percent high school graduate	NIP
14. Percent unimproved streets	NIP
15. Court supervised persons/1000	DP, Multnomah County

NIP - Neighborhood Information Profile Report  
 PPB - Portland Police Bureau  
 BOB - Bureau of Buildings  
 BOP - Bureau of Planning  
 DP - Division of Probation, Multnomah County

**C. LIVEABILITY FACTORS BY FUNCTIONAL ISSUE**

**BUSINESS/JOBS**

Factors to be considered when quantifying neighborhood business/jobs needs:

<u>FACTOR</u>	<u>DATA</u>	<u>DATA SOURCE</u>
<b>A) Workforce (in neighborhoods)</b>	1) Quantity	
	a) unemployment rates	?
	b) working age population	NIP
	2) Quality	
	a) education level	NIP
	b) % occupation type	NIP
<b>B) Jobs (in neighborhoods)</b>	1) # Businesses	NIP, METRO
	2) # Commercial permits (new vs. move/demolish)	NIP
	3) # Business licenses	NIP
	4) # Employees (by type)	METRO
<b>C) Organization of Businesses (in</b>	1) Vacancy rate/concentration	?
	2) Organization	ONA
	a) Business Watch b) District Organizations	

-- data may not currently be available and/or in usable form.

## HOUSING

Factors to be considered when quantifying neighborhood housing needs:

<u>FACTOR</u>	<u>DATA</u>	<u>DATA SOURCE</u>
<b>A) Housing</b>	*1. Median House Value	NIP
	*2. 1980 Median Rent	NIP
	*3. % Homeownership	NIP
	*4. % Vacant/Abandoned Houses	Vacant & Abandoned Bldgs. Task Force data base (Water Bureau data)
	*5. Housing Conditions (a composite index of 5 factors, i.e. visual survey, complaints, % rental, rents, built before 1949.)	Code Compliance Task Force Report BOB, BOP (1984)
<b>B) Housing-related</b>	*6. Nuisance Control Complaints	NIP
	*7. Median Income	NIP
	*8. % Female-headed Households below poverty	Census METRO
	9. Low and moderate income household and housing characteristics	BOP, Housing Assistance Plan

**PUBLIC SAFETY**

Factors to be considered when quantifying neighborhood public safety needs:

<u>FACTOR</u>	<u>DATA</u>	<u>DATA SOURCE</u>
<b>A) Statistics neighborhood)</b>	*1) Crime/Fire (all police statistics Bureau	Police by
	a) Index crimes against persons/1000 population	Planning & Research
	b) Index crimes against property/1000	Planning & Research
	c) Residential burglaries/100 households	Planning & Research
	d) Commercial burglaries/100 businesses	Planning & Research
	e) Aggravated assaults/1000 population	Planning & Research
	f) Drug offenses/1000 population	Planning & Research
	g) Weapons offenses/1000 population	Planning & Research
	h) Drug arrests/1000 population	Planning & Research
	i) Weapons arrests/1000 population	Planning & Research
	j) Number of fires/100 households	Fire Bureau
	k) Number of people/1000 under supervision	Mult. Cty.
	*2) Work Load	
	a) Police cfs/1000 population	Planning & Research
	b) Police priority 1 & 2 cfs/1000 population	Planning & Research
*3) Demographics		
a) Median house value	NIP	
b) Median income	NIP	
c) Percent rentals	NIP	
d) Percent college education	NIP	
e) Percent owner-occupied	NIP	
<b>B) Drug &amp; Gang Activity</b>		
<b>C) Citizen Involvement</b>	*1) Percent neighborhood organized (Neighborhood/Business Watch)	Comm. Crime Prev. Prog.
	2) Percent dwellings site-hardened	HCD
	3) Requests for service (speakers (and security surveys)	Police Bureau
	4) Percent dwellings with smoke detectors	Fire Bureau
<b>D) Citizen Perception</b>	1) Fear levels	PPB Crime Prev. Div.

## EDUCATION/YOUTH SERVICES

Factors to be considered when quantifying neighborhood education/youth services needs:

<u>FACTOR</u>	<u>DATA</u>	<u>DATA SOURCE</u>
A) Statistics	1) School absenteeism	PPS
	2) Truancy	PPS
	3) Dropout rate	PPS
	4) % College bound	PPS
	5) Open campus	PPS
B) Extracurricular Participation	1) % of student body involved in after-school activities (sports teams, band, rally, etc.)	PPS
C) School Programs	1) Alternative programs (vocational classes, work/study)	PPS
	2) School counselors	PPS
	3) Drug awareness classes	PPS
	4) Cross-cultural awareness classes	PPS
D) Community Programs	1) Boy/Girl Scouts	Scouts Hdqtrs.
	2) Sports (Little League, soccer, basketball, clubs, Christian Youth organizations, softball, POP Warner, etc.)	PPS
	3) Community Schools	PPS

## PARKS AND RECREATION

Factors to be considered when quantifying neighborhood parks and recreation needs:

<u>FACTOR</u>	<u>DATA</u>	<u>DATA SOURCE</u>
A) Neighborhood Parks Status	*1) Neighborhood parks designation	Parks Bureau
B) Parks Usage	1) Budget by park	Parks Bureau
	2) Entrance fee collections	Parks Bureau
	3) Number of special events	Parks Bureau
	4) Summer programs	Parks Bureau
	5) Number of staff people	Parks Bureau
	6) Maintenance/condition	Parks Bureau
C) Parks Design	1) User age range and type	'88 Parks Futures Inventory Rep.
	2) Equipment	'88 Parks Futures
	a) Type	'88 Parks Futures
	b) Condition	'88 Parks Futures
	3) Sports fields	'88 Parks Futures
D) Parks Safety	1) Environmental design	PPB/Crime Prevention
	2) Police calls for service	PPB/Planning and Research

**CITY OF PORTLAND DATA SHEET**

<u>Data Indicator</u>	<u>Data</u>	<u>Date</u>	<u>Source</u>
City/SMSA Population	420,000/1,341,000	1987	OFA/LPA (1988)
Percent Population of City Proper	31%	1987	OFA (1988)
Current Population	427,000	1988	CPRC
City Area (Sq. miles)	132	1987	OFA (1988)
Population annexed since 1983 to 1987	57,470		OFA (1988)
Percent Minority Population	13%		NIP (1986)
Median Income	\$15,528		NIP (1986)
No. of Housing Units	184,209	1986	NIP (1986)
No. and Percent of:			
Single-family units	116,051 (63%)	1986	NIP (1986)
Multi-family units	68,157 (37%)	1986	NIP (1986)
Renter occupied	82,894 (45%)	1986	NIP (1986)
Owner occupied	101,315 (55%)	1986	NIP (1986)
Median Housing Value	\$56,503	1980	NIP (1986) Census (1980)
Median Contract Rent	\$207	1980	NIP (1986) Census (1980)
Median Sale Price of Existing Homes	\$63,000	1987	R.E.Report 1988
Average Sales Price of Existing Homes	\$73,000	1987	R.E.Report 1988
No. of Households	174,436	1986	NIP (1986)
Average Persons/Household	2.3	1986	NIP (1986)
No. and Percent of Female-headed Households	15,890 (9%)	1980	Census (1980)
No. of Very Low Income	19,433	1985	HAP (1985)
No. of Low to Moderate Income	9,629	1985	HAP (1985)
No. of Substandard Housing	27,536	1985	HAP (1985)
No. of Vacant or Abandoned Single-family Housing	2000-3000	1988	Vacant/Aband. Bldgs. Task Force (1988)
Nuisance Complaints	13,611	1986	NIP (1986)
Crime Statistics/1000:			
Burglary Arrests/1000:	residential	26.7	
	non-residential	13.1	NIP (1986)
Drug Arrests/1000:		7.8	1987 PPDS
No. of Parks	173		NIP (1986)
Total Park Acreage	8,852.3		NIP (1986)

<u>Data Indicator</u>	<u>Data</u>	<u>Date</u>	<u>Source</u>
Percent Unemployed			
Portland Metro	4.8%	7/88	PMLT
Percent High Graduate	33%	1980	NIP (1986)
Percent College Graduate	21%	1980	NIP (1986)
Age of Housing Structures:			
Less than 5 years	6%	1980	NIP (1986)
5-17 years	22%	1980	NIP (1986)
18-59 years	52%	1980	
More than 60 years	20%	1980	
No. of Building Permits 1988	1,392	1987	R.E.Report
No. of Business Licenses	29,897	1986	NIP (1986)
Residential Zoned Land	53%	1986	NIP (1986)
Commercial/Mfg./Ind. Zoned Land	29%	1986	NIP (1986)

OFA - Office of Fiscal Administration  
IPA - Information Please Almanac (1988)  
NIP - Neighborhood Information Profile Report (1986)  
HAP - Housing Assistance Plan, Bureau of Planning (1985-88)  
PPDS - Portland Police Data System  
PMLT - Portland Metropolitan Labor Trends  
CPRC - Center for Population Research and Census, Portland State University

## LIVEABILITY - BIBLIOGRAPHY

The Neighborhood Liveability Project Steering Committee. A Management Study of Neighborhood Liveability In Portland, Oregon. Portland: June 22, 1978. Recommends and describes use of a neighborhood-based environmental indicator system to systematically analyze the impact of its service delivery in terms of equity and serve as a management information system.

Brookings Institute for U.S. Department of HUD, Office of Policy Development and Research. Targeting Community Development. U.S. Government Printing Office, Washington D.C. or HUD area office, Portland: January, 1980. A research and monitoring report on the impact of decentralizing the community Development Block Grant Program and targeting of benefits to low and moderate income groups. The report discusses two forms of targeting under the CDBG program: 1) interjurisdictional formula targeting; and 2) intrajurisdictional targeting - the distribution of activities and benefits within a community.

National Civic League. Strengthening a Community's Civic Infrastructure, A New Approach to Community Problem Solving. January, 1988.

National Civic League. Applying the National Civic Index. January, 1988.

Goetz, Rolf; Boston Development Authority for U.S. Department of HUD. Neighborhood Monitoring and Analysis: A New Way of Looking at Urban Neighborhoods and How They Change. U.S. Dept. of HUD, Washington, D.C. and HUD area office, Portland: 1980. This research report examines a catalog of neighborhood conservation indicators, their source, geographic area, and usefulness. The report also examines neighborhood classification systems used around the nation.

U.S. Department of HUD. Revitalizing North American Neighborhoods: A Comparison of Canadian and U.S. Programs for Neighborhood Preservation and Housing Rehabilitation.

DATE SUBMITTED 10-27-88

(For Clerk's Use)  
Meeting Date 11/1/88 pm  
Agenda No. 174

REQUEST FOR PLACEMENT ON THE AGENDA

Subject: Columbia Villa Update

Informal Only\* Nov. 1, 1988  
(Date)

Formal Only \_\_\_\_\_  
(Date)

DEPARTMENT Human Services/Justice Services DIVISION Administration

CONTACT John Angell/Norm Monroe TELEPHONE 248-3701

\*NAME(S) OF PERSON MAKING PRESENTATION TO BOARD John Angell, Duane Zussy, Norm Monroe, Maggie Garreau, Joe Andrus, et. al.

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

Briefing on Columbia Villa neighborhood project progress.

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

ACTION REQUESTED:

INFORMATION ONLY     PRELIMINARY APPROVAL     POLICY DIRECTION     APPROVAL

INDICATE THE ESTIMATED TIME NEEDED ON AGENDA 20 minutes

IMPACT:

PERSONNEL - none  
 FISCAL/BUDGETARY - none  
 General Fund  
 Other \_\_\_\_\_

BOARD OF  
COUNTY COMMISSIONERS  
1988 OCT 27 AM 11:15  
MULTNOMAH COUNTY  
OREGON

SIGNATURES:

DEPARTMENT HEAD, ELECTED OFFICIAL, or COUNTY COMMISSIONER: *Justin Koryny / cm*  
BUDGET / PERSONNEL \_\_\_\_\_

COUNTY COUNSEL (Ordinances, Resolutions, Agreements, Contracts) \_\_\_\_\_

OTHER \_\_\_\_\_  
(Purchasing, Facilities Management, etc.)

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

DATE SUBMITTED Oct. 21, 1988

(For Clerk's Use)  
Meeting Date 11/1/88 pm  
Agenda No. HS

REQUEST FOR PLACEMENT ON THE AGENDA

OCT 24 1988

Subject: Classification/Compensation Contract

Informal Only\* Nov. 1, 1988  
(Date)

Formal Only \_\_\_\_\_  
(Date)

DEPARTMENT D.G.S. DIVISION Employee Services

CONTACT Lloyd Williams TELEPHONE 248-5015

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

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

Contract for consultant for the Classification/Compensation project has been let to Ralph Andersen and Associates. Project begins November 1, 1988.

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

ACTION REQUESTED:

INFORMATION ONLY  PRELIMINARY APPROVAL  POLICY DIRECTION  APPROVAL

INDICATE THE ESTIMATED TIME NEEDED ON AGENDA 10 minutes

IMPACT: Informational only.

PERSONNEL

FISCAL/BUDGETARY

-General Fund

Other \_\_\_\_\_

BOARD OF COUNTY COMMISSIONERS  
1988 OCT 25 PM 4:05  
MULTNOMAH COUNTY OREGON

SIGNATURES:

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

BUDGET / PERSONNEL: [Signature]

COUNTY COUNSEL (Ordinances, Resolutions, Agreements, Contracts) \_\_\_\_\_

OTHER \_\_\_\_\_  
(Purchasing, Facilities Management, etc.)

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



CONTRACT APPROVAL FORM

(See instructions on reverse side)

TYPE I

- Professional Services under \$10,000
- Revenue
- Grant Funding
- Intergovernmental Agreement

TYPE II

- Professional Services over \$10,000 (RFP, Exemption)
- PCRB Contract
- Maintenance Agreement
- Licensing Agreement
- Construction

Amendment # \_\_\_\_\_ to Contract # \_\_\_\_\_

Amendment # \_\_\_\_\_ to Contract # \_\_\_\_\_

Contact Person Lloyd C. Williams Phone 248-5015 Date 10/04/88

Department General Services Division Employee Services Bldg/Room 106/1430

Description of Contract To conduct a classification/compensation study and develop an integrated classification/compensation system

RFP/BID # 8P0395 Date of RFP/BID 08/25/88 Exemption Exp. Date \_\_\_\_\_

ORS/AR # \_\_\_\_\_ Contractor is:  MBE  FBE  QRF

Contractor Name Ralph Andersen & Assoc.

Mailing Address 1446 Ethan Way Ste. 101

Sacramento, CA 95825

Phone 916-929-5575

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

Effective Date November 1, 1988

Termination Date October 31, 1989

Original Contract Amount \$ \_\_\_\_\_

Amount of Amendment \$ \_\_\_\_\_

Total Amount of Agreement \$ 108,490

Payment Terms

- Lump Sum \$ \_\_\_\_\_
- Monthly \$ percentage completed
- Other \$ \_\_\_\_\_

Requirements contract-requisition required

Purchase Order No. \_\_\_\_\_

Required Signatures:

Department Head Ralph Andersen Date 10/7/88 10/4/88

Purchasing Director Jillie Dr. Walker Date 10/6/88  
(Type II Contracts Only)

County Counsel Ann Kurl Date 10/11/88

Budget Office Malinda J. Feely Date 10/4/88

County Executive/Sheriff Clayton Miller Date 10/17/88

TRANSACTION CODE	P.O.	AGENCY	PO DATE	ACCOUNTING PERIOD	BUDGET FY	TOTAL AMOUNT	ACTION			
						\$ 108,490	<input type="checkbox"/> Original Entry (E) <input type="checkbox"/> Adjustment (M)			
VENDOR CODE	VENDOR NAME					TOTAL AMOUNT				
	Ralph Andersen & Associates					\$ 108,490				
LINE NO.	CONTRACT NUMBER	FUND	AGENCY	ORGANIZATION	ACTIVITY OBJECT	SUB OBJ	REPT CATEG	DESCRIPTION	AMOUNT	INC DEC IND
	400649	100	040	7510	6110			personnel consulting	\$ 108,490	
									\$	
									\$	
									\$	

# CONSULTING SERVICES AGREEMENT

## For a Classification/Compensation Consultant

THIS CONTRACT, made and entered into as of the first day of November, 1988, by and between MULTNOMAH COUNTY, a home rule political subdivision of the State of Oregon (hereinafter referred to as "County"), and RALPH ANDERSEN AND ASSOCIATES (hereinafter referred to as "Contractor"),

### W I T N E S S E T H:

WHEREAS, County's Employee Services Division, Department of General Services, requires services which Contractor is capable of providing, under terms and conditions herein described; and

WHEREAS, Contractor is able and prepared to provide such services as County does hereinafter require, under those terms and conditions set forth; now, therefore,

IN CONSIDERATION of those mutual promises and the terms and conditions set forth hereafter, the parties agree as follows:

1. Term.

The term of this Agreement shall be from November 1, 1988, to and including October 31, 1989, unless sooner terminated under the provisions hereof.

2. Services.

Contractor's services under this Agreement shall consist of the following:

Conduct a classification/compensation study to develop a system that allows the equitable treatment of employees; considers pay equity; allows the County to recruit, select and retain qualified employees; recognizes employee performance, growth and development; maintains appropriate internal relationships between classifications based on job responsibilities, qualifications and authority; and considers external labor markets. The final product will be an integrated classification and pay plan proposal.

The study will be conducted according to the following workplan:

PHASE I--STUDY INITIATION

TASK 1--MEET WITH APPROPRIATE COUNTY STAFF TO REVIEW AND FINALIZE WORKPLAN

Contractor, the Director of Employee Services and the Classification/Compensation Task Force will review subsequent tasks to be accomplished, specific end-products, a project timetable, resource and coordinator contacts, a schedule for regular written communications and briefings, a recommended Job Analysis Questionnaire, and an initial overview of the draft job evaluation system.

This Task will also be used to identify significant classification, compensation and job evaluation concerns which should be specifically addressed during the study.

TASK 2--DEVELOP EDUCATION PLAN AND BRIEF ALL AVAILABLE EMPLOYEES INCLUDED IN THE SCOPE OF THE STUDY

A series of briefings will be conducted to clarify project goals and objectives and to maximize employee participation and understanding. Contractor will provide detailed presentations regarding the purposes of the study, outline project activities, and answer questions from employees. A second purpose of these briefings will be to distribute the Job Analysis Questionnaires, developed as a result of the first Task.

TASK 3--CONDUCT AUTOMATION SURVEY AND IDENTIFY AUTOMATION RESOURCES NECESSARY FOR CONDUCTING THE STUDY, AS WELL AS FOR IMPLEMENTING AND MAINTAINING THE STUDY RESULTS

Contractor will survey existing County data processing capabilities to include an inventory of software and hardware systems related to the personnel function, discussions with Employee Services and data processing staff regarding current and future applications and needs, and written documentation of all survey findings.

Contractor will identify potential automation opportunities for tasks related to the study, as well as the implementation and maintenance of all study results, to include an evaluation of accompanying costs for such automation. Contractor will also provide technical assistance throughout the study process regarding the most effective use of the County's automation resources in matters related to classification, job evaluation and compensation.

PHASE II--CLASSIFICATION

TASK 1--DEVELOP AND REVIEW THE JOB ANALYSIS QUESTIONNAIRE

Contractor will tailor a job analysis questionnaire to provide all the necessary information to update the position descriptions and the classification plan and to address all the factors included in the recommended job evaluation system. The draft questionnaire will be reviewed by the appropriate County staff. Contractor will modify it according to the County's input prior to its distribution to the employees.

TASK 2--TRAIN COUNTY EMPLOYEE SERVICES STAFF IN JOB ANALYSIS AND IN CLASSIFICATION PLAN DEVELOPMENT AND MAINTENANCE TECHNIQUES

Contractor will train Employee Services Division staff members, as designated by the County, to conduct a comprehensive job analysis of all study positions and to revise the classification plan based upon the information collected through the job analysis. The outline of training topics is attached as Exhibit 1 and is incorporated in this document by reference.

PLAN

TASK 3--CONDUCT A TECHNICAL REVIEW OF THE REVISED CLASSIFICATION

To ensure that the County's classification plan is accurate and provides all the necessary information for the subsequent phases of the project, Contractor will review a representative sample of all class specifications and position descriptions for appropriate format, content and style. In addition, Contractor will review the results of the employee review process and provide technical assistance in resolving any outstanding classification issues.

PHASE III--JOB EVALUATION

TASK 1--MODIFY THE JOB EVALUATION FACTORS BASED UPON THE COUNTY'S ORGANIZATIONAL STRUCTURE AND VALUES

Contractor will provide an initial draft job evaluation system of compensable factors which include the expertise required to perform the job, decision-making role, supervision exercised, contacts with others, and working conditions. Contractor will modify the job evaluation system based on the County's organization structure and values and will thoroughly review the system with appropriate staff members before final adoption by the County.

TASK 2--TRAIN COUNTY STAFF TO PREPARE THE JOB EVALUATION RATINGS

Contractor will train staff members designated by the County, including union representatives, in the job analysis system. A sample outline of anticipated topics is attached as Exhibit 2 and is incorporated herein by reference. Contractor will review the training plan with the County in advance of the training sessions. Based upon the County's input, Contractor will modify and expand the training to meet the County's needs.

TASK 3--REVIEW THE JOB EVALUATION RATINGS AND PROVIDE TECHNICAL ASSISTANCE AS NECESSARY

Contractor will conduct a comprehensive technical analysis of the initial ratings to ensure appropriate and consistent application of the factors. Any rating problems identified by Contractor will be documented and reviewed with the Employee Services staff. Also, Contractor will provide the technical assistance necessary to reach a consensus and finalize the rating of the study classifications.

PHASE IV--COMPENSATION

TASK 1--EVALUATE COMPENSATION POLICY

Contractor will review and evaluate the County's current compensation philosophy, policies and historical practices. Contractor will recommend alternative policies and practices which reflect the goals and objectives of the organization. Contractor will review the recommended revisions of compensation policy with the appropriate County management.

TASK 2--IDENTIFY LABOR MARKET EMPLOYERS AND SELECT SURVEY CLASSIFICATIONS

Following the guidelines established in the County's pay policy, Contractor will recommend labor market employers and classifications for which salary information will be obtained. Contractor will then prepare the profile of each survey classification as a basis for establishing comparability with the labor market employers.

Prior to the collection of survey data, Contractor will thoroughly review the selection of labor market employers and classifications with the appropriate County staff.

TASK 3--TRAIN COUNTY STAFF TO COLLECT LABOR MARKET SURVEY DATA

Contractor will train staff, as designated by the County; to collect labor market data in a manner that will ensure its completeness and accuracy. The outline of training topics is attached as Exhibit 3 and is incorporated herein by reference.

TASK 4--ANALYZE COMPENSATION DATA

Contractor will conduct a compensation analysis that encompasses both external survey data and internal relationships and provide an appropriately formatted report. Contractor will review this report and the internal salary relationship recommendations with County staff so that the criteria can be used by the County for maintenance of the salary structure once the study has been completed.

TASK 5--DEVELOP SALARY RECOMMENDATIONS AND PAY STRUCTURES

Based upon the compensation analysis in Task 4, Contractor will provide salary recommendations for all classifications in the study. Before finalizing salary recommendations, Contractor will review all recommendations with the appropriate County staff.

TASK 6--PREPARE DRAFT FINAL REPORT

After all the recommendations have been reviewed by the County, Contractor will prepare a Draft Final Report that documents all completed phases of the classification/compensation study. Contractor will conduct an in-depth review of the Draft Final Report with appropriate County staff and modify it according to the County's input.

TASK 7--PREPARE AND SUBMIT FINAL REPORT

Contractor will provide the Final Report, incorporating appropriate revisions submitted during the review process, including a presentation to the Board of County Commissioners.

PHASE V--IMPLEMENTATION AND MAINTENANCE

TASK 1--DEVELOP ALTERNATIVE IMPLEMENTATION STRATEGIES

Contractor will develop alternative strategies for implementing the revised classification and salary structures that address the placement of individual employees, phasing in the study recommendations, and integration with the balance of the County's human resource management system. These strategies will be reviewed with appropriate County staff.

TASK 2--ASSIST THE COUNTY TO DEVELOP COST ESTIMATES BASED UPON THE ALTERNATIVE IMPLEMENTATION STRATEGIES

Contractor will review the cost estimates prepared by the County, provide technical assistance as necessary, and will review the estimates with the Board of County Commissioners.

TASK 3--DEVELOP ALTERNATIVE MAINTENANCE STRATEGIES

Contractor will develop several alternative strategies for maintaining the revised systems that have a minimum of reliance on outside consulting services and that emphasize the use of automated systems.

TASK 4--PROVIDE ONGOING TECHNICAL ASSISTANCE TO THE COUNTY IN MATTERS RELATED TO CLASSIFICATION, JOB EVALUATION AND COMPENSATION

Contractor will be available for technical assistance in matters related to classification, job evaluation and compensation. These professional services will be provided at no charge, except for reimbursement for out-of-pocket expenses for travel, telephone charges and printing, for a period of one year after completion of the project. The project shall be considered completed upon presentation of the final report and the completion of all previously cited Tasks.

3. Contractor Identification

The Contractor shall furnish to the County its employer identification number, as designated by the Internal Revenue Service.

4. Compensation

A. The County agrees to pay Contractor \$108,490 for performance of those services provided hereunder, which shall be paid in installments upon receipt of Contractor's bill at the end of each month, such bills to be based on the percentage of the project completed during the preceding month.

In no event shall the compensation of Contractor exceed a total of \$108,490. The County shall pay Contractor promptly in response to Contractor's itemized billings.

B. The County certifies that sufficient funds are available and authorized for expenditure to finance the costs of this Contract.

5. Contractor is Independent Contractor

A. Contractor's services shall be provided under the general supervision of the County's project director or his/her designee, but Contractor shall be an independent contractor for all purposes and shall be entitled to no compensation other than the compensation provided for under paragraph 4 of this Agreement.

B. Contractor shall maintain Workers' Compensation insurance coverage for all non-exempt workers, employees and subcontractors either as a carrier insured employer or a self-insured employer as provided in Chapter 656 of Oregon Revised Statutes. A certificate showing current Workers' Compensation insurance, or copy thereof, is attached to this agreement as Exhibit 4, and is incorporated herein as a part of this Agreement.

C. In the event that Contractor's Workers' Compensation insurance coverage is due to expire during the term of this Agreement, Contractor agrees to renew such insurance before such expiration and to provide Multnomah County a certificate of Workers' Compensation insurance coverage under such renewal contracts.

D. Contractor acknowledges responsibility for liability arising out of the performance of this Agreement and shall hold the County harmless from and indemnify County for any and all liability, settlements, loss, costs and expenses in connection with any action, suit or claim resulting or allegedly resulting from activities under or services provided pursuant to this Agreement. Contractor shall provide the County with proof of general liability coverage in the amount of \$1,000,000. Contractor shall add the County as an additional insured on its general liability policy and shall provide evidence of such insurance.

#### 6. Early Termination

A. This Agreement may be terminated prior to the expiration of the agreed-upon term:

1. By mutual written consent of the parties;
2. By either party upon 30 days written notice to the other; delivered by certified mail or in person.

B. Payment of Contractor shall be prorated to and include the day of termination and shall be in full satisfaction of all claims by Contractor against County under this Agreement.

C. Termination under any provision of this paragraph shall not affect any right, obligation or liability of Contractor or County which accrued prior to such termination.

#### 7. Subcontracts and Assignment

Contractor shall neither subcontract with others for any of the work prescribed herein, nor assign any of Contractor's rights acquired hereunder without obtaining prior written approval from County; County by this agreement incurs no liability to third persons for payment of any compensation provided herein to Contractor.

#### 8. Access to Records

County shall have access to such books, documents, papers and records of Contractor as are directly pertinent to this Agreement for the purpose of making audit, examination, excerpts and transcripts.

9. Work is Property of County

All work performed by Contractor under this Agreement shall be the property of County.

10. Adherence to Law

A. Contractor shall adhere to all applicable laws governing its relationship with its employees, including but not limited to laws, rules, regulations and policies concerning workers' compensation, and minimum and prevailing wage requirements.

B. Contractor shall adhere to all applicable laws, regulations and policies relating to equal employment opportunity, nondiscrimination in services and affirmative action, including all regulations implementing Executive Order No. 11246 of the President of the United States, Section 402 of the Vietnam Readjustment Assistance Act of 1974, and Section 503 of the Rehabilitation Act of 1973. County shall maintain copies of said laws and regulations on file with its duly appointed Affirmative Action Officer.

11. Modification

Any modification of the provisions of this Agreement shall be reduced to writing and signed by the parties.

12. Integration

This Agreement contains the entire agreement between the parties and supersedes all prior written or oral discussions or agreements.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed by their duly appointed officers the date first written above.

MULTNOMAH COUNTY, OREGON

By Shirley McCarty 10/17/88

By Tommy Bevezol 10/20/88  
Contractor

94-2299383

Contractor's Federal I.D. #

APPROVED AS TO FORM:

LAURENCE KRESSEL, County Counsel  
Multnomah County, Oregon

By Laurence Kessel  
Assistant County Counsel

## CLASSIFICATION TRAINING OUTLINE

### I. Classification Plan and Methods

- A. Definition of a classification plan
- B. Definition of a class
- C. Uses of a classification plan
- D. Overview of classification methods
- E. Advantages or disadvantages of classification methods

### II. Job Analysis: Data Collection

- A. Data required for analysis
- B. Uses of data
- C. Information sources
- D. Designing and reviewing a job analysis questionnaire
- E. Job classification interview

### III. Basis for Position Allocation

- A. Purpose of analyzing allocation factors
- B. Allocation factors
- C. Applying analysis
- D. Cautions on analysis

### IV. Documentation of the Classification Plan

- A. Documentation of a class concepts framework
- B. Definition and uses of a class specification & career ladders
- C. Structure of class specification
- D. Writing a class specification/position descriptions

### V. Implementing and Maintaining the Classification Plan

- A. Implementation of the plan
- B. Plan maintenance
- C. Integration of the classification plan and the job evaluation and compensation system

## SAMPLE TRAINING OUTLINE POINT FACTOR JOB EVALUATION SYSTEM

- I. Scope of Training
  - A. Job Evaluation System and General Guidelines
  - B. Job Analysis Procedure
  - C. Point Factor Evaluation Procedure
- II. Job Evaluation System
  - A. Objectives of the System
  - B. General System Guidelines
  - C. Reliability Guidelines
  - D. Causes of Typical Rating Errors
  - E. Job Evaluation System Factors
- III. Job Analysis Procedure
  - A. Familiarity with the System
  - B. Knowledge of Position to be Reviewed
  - C. Basic Background Information
  - D. Analysis of the Job Analysis Questionnaire
  - E. Job Analysis Interview
- IV. Overview of Point Factor Evaluation Procedure
  - A. Application of Factors
  - B. Summing the Point Values
  - C. Locating and Slotting Grades

## SAMPLE TRAINING OUTLINE COMPENSATION TRAINING

### I. Compensation Policy

- A. What is a compensation policy?
- B. Why you need a compensation policy
- C. Roles of participants in policy development
- D. Labor market definition
- E. Market Position
- F. Market pricing v.s. internal equity
- G. Pay and performance
- H. Mix of base salary and benefits

### II. Quantitative Concepts

- A. Application of statistics to compensation
- B. Purpose of statistics
- C. Basic concepts
- D. Definitions
- E. Measures of central tendency
- F. Percentiles
- G. Examples

### III. Compensation Survey

- A. Selection of survey classes
- B. Labor market selection
- C. Survey Scope
- D. Data collection
- E. Comparability
- F. Analyzing the survey results

### IV. Salary Plan Design

- A. Application of market survey data
- B. Point of comparison
- C. Competitive positions
- D. Benchmark and drift check classes
- E. Alternative approaches to internal alignment
- F. Internal relationship guidelines
- G. Salary differentials
- H. Related career groups
- I. Summary of salary setting process
- J. Salary structure exercise
- K. Salary structure case study

REQUEST FOR PROPOSALS

For a Classification/Compensation Consultant

RFP # 8P0395

# TABLE OF CONTENTS

<u>Section</u>	<u>Page No.</u>
I. INTRODUCTION	1
II. BACKGROUND	1
III. SCOPE OF THE PROJECT	4
IV. RESPONSIBILITIES	6
V. MINIMUM REQUIREMENTS	8
VI. PROPOSAL REQUIREMENTS	8
VII. INSTRUCTIONS TO VENDORS	10
VIII. SELECTION PROCESS	12
IX. EVALUATION CRITERIA	12

# I. INTRODUCTION

Multnomah County requires the development of a classification/compensation system that allows the equitable treatment of employees; considers pay equity; allows the County to recruit, select and retain qualified employees; recognizes employee performance, growth and development; maintains appropriate internal relationships between classifications based on job responsibilities, qualifications and authority; and considers external labor markets. The final product will be an integrated classification and pay plan proposal.

Multnomah County seeks a consulting firm to provide a point factor evaluation system or systems that address multiple occupational groups and to work cooperatively with the Employee Services Division staff to develop the final product.

The tasks and respective roles envisioned are outlined in this document. Bidders are advised as a matter of public record that \$125,000 is budgeted for Fiscal Year 1988-89 for the consultant component of this study and acceptance of a bid in excess of that amount would require action by the Board of County Commissioners.

## II. BACKGROUND

### 1. COUNTY GOVERNMENT

Multnomah County operates under a Home Rule Charter which was established by the voters in 1966. Its charter enables the County to enact local legislation on matters of County concern consistent with the State constitution and general laws.

The governing body is a five-member, salaried, full-time Board of Commissioners ("the Board"). Four are elected by district for four year terms; the fifth, the Board Chair, elected countywide to a four year term, oversees the executive functions of the County. The Board Chair has the authority to appoint, direct and discharge administrative officers and employees of the County, with certain exceptions.

Other independently elected officials are the County Auditor, Sheriff and District Attorney. The four major County departments -- Environmental Services, Human Services, Justice Services and General Services -- employ approximately 2200 people.

### 2. WORK FORCE TO BE STUDIED

After excluding positions reporting directly to elected officials, there are approximately 2080 positions to be studied. The following table outlines the current number of classifications and numbers of positions by classification.

<u>Characteristic</u>	<u>Frequency</u>	<u>Percent</u>
Current classifications	178	100%
Classes with 8 or more positions	51	29%
Classes with 2 to 8 positions	84	47%
Single positions classes	43	24%

About 88% of the positions are covered by seven different collective bargaining contracts. The next table shows the bargaining units and the approximate number of classifications and positions covered by each unit.

<u>Bargaining Unit</u>	<u>Classifications</u>	<u>Positions</u>
General Employees AFSCME	110	1290
Deputy Sheriff's Association	3	120
Corrections Officers Association	2	258
Oregon Nurses Association	3	130
Electrical Workers	3	15
Operating Engineers	2	10
Painters	1	2
Exempt from bargaining	54	255

The General Employees AFSCME bargaining unit contains a variety of occupations including, for example, clerical, maintenance, data processing, engineering, skilled craft, health assistance and counseling employees.

### 3. CLASSIFICATION AND COMPENSATION ADMINISTRATION

The County's personnel ordinance gives the Personnel Officer the responsibility to prepare and maintain classification and compensation plans. The compensation plan for bargaining unit employees is subject to negotiation under Oregon law. The classification and compensation plans, including union contracts, are effective only after approval by the Board.

Whole job evaluation is used to determine appropriate classification. While analysts consider elements such as responsibility, knowledge, reporting relationships, complexity and work environment, there are not weights assigned to these components. Classification appeals for employees covered by the major bargaining unit (general employees AFSCME) are resolved by arbitration, with certain limitations placed on the arbitrator. As a rule, classification appeals do not arise in the other, smaller bargaining units. Classification appeals in the exempt service have been resolved on an informal basis.

When new classifications are created or a class is substantially revised, the analyst compares it, using the whole job evaluation method, to existing pay ranges. At times, informal salary surveys may be conducted. This information is used to recommend a pay range for the new or revised class. For the general employees unit, this pay range is subject to discussion with the union and disputes may be resolved by arbitration, again with some limitations on the arbitrator. Classification changes have not occurred in the other bargaining units, so all salary ranges are the result of the regular negotiations.

Negotiations have resulted in pay schedules being adjusted at various times. Most increases occur annually, on July 1; the beginning of the fiscal year. Adjustments to the exempt employees pay schedule have historically matched in percent increase and timing those given to the general employees bargaining unit.

### 4. HISTORY

In 1975, the County undertook its last major classification study. Whole job evaluation was used to determine appropriate classifications. The results were implemented in 1976 for exempt staff and in 1978 for the bargaining unit

employees. Since the 1975 study, there have been few resources available to devote to upkeep of the classification plan. Class specifications have been developed and individually revised over the intervening years. While specifications contain similar sections, they are not uniform in format or content. Additionally, no attempt has been made to institute a system for consistency in setting minimum qualifications.

After the major classification study, a pilot job evaluation study was conducted, using the Hay evaluation system. The results were never implemented and the study was not expanded beyond the sample of classes that were evaluated in the pilot study.

Compensation for exempt classifications was the subject of consultant study and survey in 1976 and 1980. The results of these studies were implemented. Since 1980, the salaries for most exempt classifications have increased annually by a percentage equivalent to that received by the general employees bargaining unit.

Compensation for other classifications is subject to collective bargaining. For the most part, the last major classification study was implemented by bringing forward the rates that existed prior to the study. Where a number of classes were combined, salary ranges were set to encompass all the former ranges. Since implementation, almost without exception, the classifications within each bargaining unit have been increased by the same percentage across the board. When a new classification is created, it is placed within the current plan based on a subjective analysis of its duties and responsibilities relative to existing classes.

The result of this compensation history is a plan that consists of a pay range for each classification. Pay ranges have varying lengths, however, and there is not standard distance between ranges or between steps within a range.

## 6. PAY EQUITY

The Board of County Commissioners has stated its commitment formally, by resolution, to achieving pay equity for Multnomah County employees. This commitment was translated into provisions in two collective bargaining agreements in effect July 1, 1986 through June 30, 1988. These contracts cover the general employees and the nursing employees. These provisions called for joint union-management committees to "study the County's current classification structure, and to prepare for implementation a 'full pay equity plan' to upgrade those employees which are not receiving wages comparable to the 'value' of their jobs within the County's system." The contracts also specified an amount of money set aside to fund the recommendations of these committees. For the general employees unit, the set aside equalled 1.5% of payroll; for the nurses, the money available equalled 3.5% of payroll.

These committees met, as required, but experienced a great deal of difficulty in discharging their responsibilities. Major problems were the outdated and inconsistent class specifications and the lack of an accepted methodology to compare jobs to each other. The Committees managed to come to agreement about the distribution of the money available but felt strongly that pay equity could not be achieved without first conducting a thorough job evaluation study.

### III. SCOPE OF PROJECT

The scope of work defined here is to provide guidance to those firms submitting proposals and is insufficient for the legal purposes of entering into a contract with a consultant. Full details of any resulting offer will be explained in the contract negotiated.

#### 1. PROBLEM DEFINITION

Some of the problems that have been identified with the existing systems:

- Inconsistency in class specifications and minimum qualifications
- Lack of clarity in promotional lines
- Gaps in promotional lines
- Some classifications are too broad; some are too narrow
- Lack of position descriptions
- Perception of internal salary inequity
- Salary compression between exempt and non-exempt classifications
- Lack of a objective methodology to compare jobs
- Perception of difficulty in attracting and retaining employees

#### 2. FINAL PRODUCT

The final product of this Study will be an integrated classification and pay plan proposal. It will include:

- Narrative describing how problems identified earlier have been addressed in the final product
- Class specifications
- Individual job descriptions within classifications
- Job family structure
- Salary grade structure
- Salary administration plan
- Job evaluation system
- Implementation strategy

The goal is to accomplish a comprehensive review of the classification and compensation structure of the County, to include the concept of pay equity. The most acceptable classification and compensation plan will be one that provides a smooth transition from the current plan to the proposed plan while preserving the positive aspects of the current system.

The selected firm will work with the Employee Services Division and the Classification/Compensation Task Force in developing recommendations and in the process of gathering and analyzing information.

Task #1. Provide a point factor evaluation system (or systems) for use in the classification and compensation of all occupational groups. The consultant will:

- Adapt the wording and/or weight of factors to accommodate County needs, e.g. translation into federal EEO job categories;
- Train approximately ten personnel professionals in the use of the rating system and provide training manuals to assist in ongoing maintenance and adaption of the system;
- Explain the point factor evaluation system to department management and union representatives;
- Recommend a class specification format which reflects that rating system;
- Provide and identify a methodology for altering and/or maintaining the system(s) to meet the changing needs of the County in the future.

Task #2. Recommend and oversee data collection methods during the study. The Employee Services Division will identify the study group, allocate internal staff resources and coordinate data collection and review.

The Consultant will:

- Recommend data collection methods including percentage of positions to be audited;
- Provide and adapt as necessary a position description questionnaire;
- Provide and adapt other forms for collecting rating information;
- Train personnel staff in relevant information gathering techniques;
- Review a sample of ratings completed by personnel staff to assure accuracy and retrain as necessary for consistency.

Task #3. Recommend methods of automating data collection which facilitate reviews, revisions and comparisons during the study and system maintenance following the study. The Consultant will:

- Identify any software appropriate for use with the point factor evaluation system(s) and its accompanying cost;

- Assess its applicability to the resources available to Multnomah County;
- Advise the County regarding the best use of computer resources to support this study and to maintain the resulting system(s).

Task #4. Prepare a pay table and recommend options for implementing anticipated costs. The Consultant will:

- Identify and review County pay policies and recommend appropriate policies;
- Draft a salary survey and recommend comparable employers to survey;
- Recommend a pay table based on the evaluation method, labor market information and pay equity considerations;
- Recommend a strategy for implementing the pay table that addresses over compensated employees, union negotiations, and a process for phasing in anticipated costs.

#### IV. RESPONSIBILITIES

The following shows the tasks, party responsible, and product expected as envisioned at this time. Timeframes will be incorporated into any contract negotiated.

##### 1. CONSULTANT

<u>Task</u>	<u>Product</u>
Design a comprehensive work plan for the Study.	Work plan
Review factors and weights with Task Force and personnel staff; incorporate revisions.	Factor evaluation system in final form
Recommend methods of data collection.	Data collection method
Present data collection forms, including position description questionnaire, to Task Force and personnel staff; revise as necessary.	Data collection forms
Recommend a standardized class specification format which reflects the evaluation system.	4 Specification format
Train staff (approximately 10 people) in rating method, interviewing techniques, completion of forms, other data collection skills needed to support the study and maintain the system.	Training workshops
Demonstrate system to management and union representatives.	Presentations
Review and recommend methods of automating data collection and analysis.	Recommendations

<u>Task</u>	<u>Product</u>
Review sample of ratings from staff; retrain as necessary.	Inter-rater reliability report
Prepare training manuals to assist in ongoing maintenance and adaption of the system.	Training manuals
Identify and review pay policies and recommend appropriate policies.	Policy recommendations
Draft salary survey and recommend comparable employers to survey.	Salary survey forms
Recommend pay table (or tables) based on evaluation points, labor market information and pay equity.	Pay table(s)
Format all rating information and salary recommendations and recommend an implementation strategy.	Report
Other: Typing and computer services to support consultant work, copies of reports prepared by consultants, and long distance phone calls initiated by the consultant are the responsibility of the firm selected.	

## 2. COUNTY

<u>Task</u>	<u>Product</u>
Design a specification numbering system.	Schematic
Design and implement a communications network that involves all organizational levels.	Communications plan
Distribute and collect questionnaires; follow up for missing information; interview employees.	Data collection
Prepare classification specifications.	Specification book
Design a system to review specifications and to process appeals.	Review process
Collect, revise and display job evaluation ratings; recommend class series and levels.	Charts
Cost out dollars needed to implement salary recommendations.	Cost estimate report
Prepare reports to submit to the Board of County Commissioners.	Reports
Other: The County will provide workspace in the Employee Services Division for two consultants for the duration of the study. The County will cover duplicating costs for forms to be used to collect data.	

## V. MINIMUM REQUIREMENTS

Multnomah County will review only those written proposals of firms which have:

1. Developed and utilized a factor evaluation system(s) which allows comparisons across the full range of occupational lines;
2. Experience in data collection and the application of factor evaluation systems in large general purpose governments; and
3. Experience training employees in the use and maintenance of the evaluation method.

## VI. PROPOSAL REQUIREMENTS

Proposals should be no more than 100 double-spaced pages in length, including attachments. In order to be considered as a valid bidder your proposal must contain the following:

1. A statement indicating that there are not conflicts of interest for the consultant in proposing or executing this study or an explanation of potential conflicts.

2. A one-page summary addressing the minimum requirements listed in Section V. above.

3. A discussion of how the proposer would prepare for and conduct the tasks and a description or discussion of each task.

Bidders must describe the job evaluation methodology to be used, why it is appropriate for this application, how it has been validated, and the level of reliability which has been achieved or can be expected. Indicate if the system has been modified for previous applications and, if so, in what way. Indicate what the advantages and disadvantages of the system are, compared with other systems.

Bidders must also specifically address how their system(s) incorporates the concept of pay equity. Emphasis must also be given to the strategy for conducting and implementing the study in a multi-union environment.

4. A discussion of consultant staff assignments including the commitment of each individual's time through the completion of the project. Attach a resume for each individual identified. Indicate who would be the project manager and how turnover would be addressed.

5. A detailed cost analysis of the services to be provided, as closely related as possible to the specific tasks of Section III. above. Prepare the cost proposal in four parts:

- a. A narrative
- b. A summary cover sheet
- c. A line item detail
- d. A work plan

In order to receive full consideration, this section must be complete. The prices and information provided will form the basis of payment under any resulting contract.

a. Narrative: This section must be brief and should reflect:

- An official offer to undertake the project at the quoted price;
- A commitment to perform all financial responsibilities relevant to the performance of the proposed contract;
- The length of time the offer is valid (90 day minimum);
- A statement that the price has been determined independently without discussions or information exchange with other competing interested parties;
- The approval and title of an authorized signer for the organization.

b. Summary Cover Sheet: Show costs by category from the line item detail and total price quote.

c. Line-Item Detail:

- Personnel costs for professional staff by individual by hour including benefits;
- Personnel costs for other support staff by hour including benefits;
- Travel costs with detail of destinations, number of trips and purpose of travel;
- Per diem expense by days;
- Sub-contracting costs, if any;
- Duplicating costs;
- Computer costs by hour;
- Other direct costs itemized;
- Overhead and administrative costs detailed and explained.

d. The Work Plan: The County desires to have the project begin in October of 1988 and be completed not later than September, 1989. Submit a proposed timetable for the performance and a schedule for completion of each segment of each task. Show each task, the number of weeks and staff hours for each function, the cost and available start date. Provide a schedule of reports to be provided and estimated dates for delivery. If arrangements have been made to subcontract any of the items in the study, indicate the amount of time subcontractors would devote to each work item.

6. Attach a list of current projects and projects completed in the last three years in the area of classification/compensation. For completed projects, indicate the scheduled completion date and the actual completion date and whether or not the results were implemented. Provide the organization's name, address, phone number and name of that organization's project coordinator for each listing.

7. Submit any other material not specifically requested that is indicative of the proposer's ability to perform the work under the stated provisions of the RFP. Also submit any important tasks associated with the project that have been left out of the scope of work in this RFP.

## VII. INSTRUCTIONS TO VENDORS

### 1. PROPOSAL SUBMISSION

Respondents must submit an original and 9 complete copies of the proposal to: Purchasing Director, Multnomah County, 2505 S.E. 11th Avenue, Portland, OR, 97202, no later than 2:00 p.m. on Thursday, August 25, 1988. Late proposals will not be accepted.

### 2. CLARIFICATION

Any vendor requiring clarification of the information or protesting any provision herein, must submit specific comments in writing to: Franna Ritz, Buyer, Purchasing Section, Multnomah County, 2505 S.E. 11th Ave., Portland, OR, 97202. The deadline for submitting such questions or comments is Thursday, August 18, 1988. If, in her opinion, additional information or interpretation is necessary, such information will be supplied in the form of an Addendum which will be delivered to all individuals, firms, and corporations having taken out specifications and such Addendum shall have the same binding effect as though contained in the main body of the specifications. Oral instructions or information concerning the specifications or the project given out by County managers, employees, or agents to prospective bidders shall not bind Multnomah County. All Addenda shall be issued by the Purchasing Director not later than five (5) days prior to the proposal deadline.

### 3. REJECTION OF PROPOSALS

Multnomah County reserves the right to reject any or all responses to this Request for Proposals.

### 4. COST OF PREPARATION OF RESPONSE

Costs incurred by any agency in the preparation of the response to this Request for Proposals are the responsibility of the responding agency and will not be reimbursed by the County.

## 5. CANCELLATION

Multnomah County reserves the right to cancel award of the contract at any time before execution of the contract by both parties if cancellation is deemed to be in Multnomah County's best interest. In no event shall Multnomah County have any liability for the cancellation of award. The bidder assumes the sole risk and responsibility for all expenses connected with the preparation of its proposal.

## 6. STATE LAW COMPLIANCE

The successful proposer agrees to make payment promptly as due to all persons supplying such successful proposer with labor or materials for the prosecution of the work provided for in this contract, and that said successful proposer will not permit any lien or claim to be filed or prosecuted against the County on account of any labor or material furnished, and agrees further that no person shall be employed for more than eight hours in any one day, or forty hours in any one week; unless in case of necessity or emergency, or where the public policy absolutely requires it, and in such case to pay wages in accordance with the provisions of ORS 279.334 and ORS 279.338, where applicable.

The successful proposer agrees that should the successful proposer fail, neglect or refuse to make prompt payment of any claim for labor or services furnished by any person for the prosecution of the work provided in this contract as said claim becomes due, whether said services and labor be performed for said successful proposer or a subcontractor, fail, neglect, or refuse to make all contributions of amounts due the State Industrial Accident Fund or to the State Unemployment Compensation Fund, and all sums withheld from employees due the State Department of Revenue, then and in such event the said County and the other proper officers representing said County may pay such claim or funds to the person furnishing such labor or services to the State Industrial Accident Commission or to the State Unemployment Compensation or to the State Department of Revenue and charge the amount thereof against funds due or to become due said successful proposer by reason of his said contract, but payment of any such claims in the manner herein authorized shall not relieve the successful proposer or his surety from his or its obligation with respect to any unpaid claims.

The successful proposer shall promptly, as due, make payment to any person, copartnership, association or corporation furnishing medical, surgical or hospital care or other needed care and attention incident to sickness or injury to the employees of such successful proposer of all sums which the said successful proposer agrees to pay for such services, and all moneys and sums which the successful proposer may or shall have deducted from the wages of his employees for such services.

## 7. ASSIGNMENT

Neither the resultant contract nor any of the requirements, rights or privileges demanded by it may be sold, assigned, contracted, or transferred by the Contractor without the express written consent of the Director of General Services of Multnomah County.

## 8. DISCRIMINATION IN EMPLOYMENT

The successful proposer's attention is directed to the provisions of Oregon Revised Statutes, Chapter 659, prohibiting discrimination in employment.

## VIII. SELECTION PROCESS

There will be a two-stage selection process for responding firms. The Classification/Compensation Task Force will evaluate the written proposals of the firms meeting the minimum requirements, using the criteria outlined in this narrative.

From this process the top three finalists will be identified and requested to make on-site presentations covering the items in the proposal. The same criteria used for the written proposals will be used to evaluate the on-site presentations. It is anticipated that the presentations will be scheduled September 7, 1988. No more than three persons should participate in the presentation and the project manager must be one of the participants. Other participants should be those anticipated for most direct involvement in the study. The presentation, aside from questions from the Task Force, should not exceed forty (40) minutes.

All firms will be notified by the Purchasing Section of the results as soon as possible following the evaluation of written proposals.

## IX. EVALUATION CRITERIA

The following is an outline of the general areas which will be used to evaluate the proposals of consultants meeting the minimum requirements and the points each item will be given in the evaluation process:

<u>Item</u>	<u>Points</u>
<u>Written Proposal</u>	
Adequacy of scope of work	20
Qualifications and experience of firm and individual consultants in developing classification/compensation plans with features outlined in the RFP for organizations similar to Multnomah County	15
Costs for services proposed	10
Ability to meet Multnomah County's time frames	<u>5</u>
Total for Written Proposal	50
<u>On-Site Presentation</u>	30
<u>References</u>	<u>20</u>
TOTAL	<u>100</u>



Annual Report

AFFIRMATIVE ACTION  
PROGRAM

June 1987 to June 1988

Gladys McCoy  
Multnomah County Chair

Prepared for the County Chair  
By Robert Phillips, Affirmative Action Officer  
Employee Services Division, Department of General Services

RECEIVED  
COUNTY COMMISSIONERS  
NOV 21 AM 8 25  
MULTNOMAH COUNTY  
OREGON

## Introduction

The 1987-88 Annual Affirmative Action Report is being issued in conformance with the requirements of Multnomah County's Affirmative Action Plan. It is in compliance with the Administration and Implementation of the plan on page 2.2. The Office of Federal Contract Compliance Program (OFCCP), regulations 41-CFR 60-2.13; and the requirements under the Uniform Guidelines on Employee Selection Procedures (1978) (43 FR 38290). The fundamental principles underlining these Guidelines addresses employer policies and practices which may have an adverse impact on the employment opportunities of members of any protected group. Such adverse impacts violate Title VII of the Civil Rights Act of 1964 unless validated or otherwise justified by business necessity. Thus, the collection, maintenance, and reporting of data on race/national origin and sex is legally required to help identify and eliminate discrimination.

Multnomah County's first Annual Report on its Affirmative Action Program was issued in 1986. The report noted that in 1984, a three-year goal of ten percent (10%) for minorities and fifty percent (50%) for women was established for Multnomah County's workforce. Actual employee utilization, as of June 6, 1986, indicated that the County reached its goals for minorities (10.8%), and for women (50%). The second Annual Report was issued in 1987, with new affirmative action goals of (12.2%) for minorities, and (47.7%) for females based on labor market data (Portland Metropolitan Standard Statistical Area). The report noted that in 1986, minorities made up (11.6%) and females (51.2%) of Multnomah County's full-time employees. This report covers the final reporting period under Multnomah County's 1986-88 Affirmative Action Plan. The report shows that the County has improved its overall representation of minorities in the workforce from 10.7% in 1985 to 11.4% in 1988. Additionally, females went from 49.1% in 1985 to 51.9% in 1988.

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

- The Affirmative Action Office was moved to the Employee Services Division, to assist departments in compliance and development of minority, female and disabled employees to meet the County's affirmative action goals and objectives;
- Partial staff assistance has been provided to manage the Talent Bank program, and to guide persons seeking employment opportunities;
- Computer and word processing equipment has been added to the office to increase data collection and reporting capabilities; and
- The County through its data collection and analysis capabilities has improved the quality of program assessments distributed to compliance and evaluating agencies.

In the future, the Affirmative Action Office would like to implement an applicant tracking system to monitor and evaluate the entire hiring process. This would increase our ability to ensure equal employment practices, and would more accurately isolate specific problem areas for corrective action.

In conclusion, when examined in total, Multnomah County's Affirmative Action Program appears to be effective. Closer examination of the program's implementation clearly points out that County departments have numerous improvements to make in order to enhance their effectiveness in reaching the goal of equal employment opportunity.

Robert Phillips  
Affirmative Action Officer

**Key Findings**



## Key Findings

The following information represents key findings identified in the 1987-88 Annual Affirmative Action Report:

- Since the implementation of Multnomah County's 1986-88 Affirmative Action Plan, the County has improved its representation of minorities in its workforce from 10.7% in 1985 to 11.4% in 1988. The major improvement in minority representation occurred among Hispanics, representing 0.8% of the workforce in 1985, and moving to 1.6% of the workforce as of June 1988 (see page 5, Table 1, for additional details).
- At the end of Fiscal Year 1987/88, Multnomah County's workforce consisted of 2025 full-time employees. From this number, 230 (11.4%) were minorities and 1050 (51.9%) were females. This is above the levels achieved during the Affirmative Action Planning Year 1984-85 (see page 6, Table 2 for additional details).
- Multnomah County's labor force percentage for minorities continue to lead all minority statistical area labor force percentages for all areas except the City of Portland (SA) (see page 13, Table 8 for additional details).
- The Department of Environmental Services has the lowest percentage of female employment 23.0%, and the Department of Justice Services has the lowest percentage of Minority employees 7.2% in Multnomah County (see page 15, Table 9 for more additional details).
- The Majority of Multnomah County employees (61.9%), are employed by the Department of Human Services (33.8%) and the Sheriff's Office (28.1%), (see page 17, Table 10 for additional details).
- The remaining employees (38.1%), are employed by the Department of Environmental Services (15.7%), the Department of General Services (13.8%), the Department of Justice Services (8.2%), and Nondepartmental units (0.4%) (see page 17, Table 10 for additional details).
- Total percentage of Minority new hires for FY 1987-88 was 11.6%; and total new hires for females was 51.7% (see page 19, Table 11 for additional details).
- The total percentage of Minorities terminating their employment with Multnomah County during FY 1987-88 was 14.6%; and for females 51.9% (see page 19, Table 11 for more additional details).
- Females working for Multnomah County are concentrated in the professional, para-professional, and clerical-office occupational categories; with the lowest number in the skilled craft occupations (see page 22, Graph 1 for additional details).
- Minorities are concentrated in the para-professional, clerical-office and maintenance occupational categories; with the lowest percentage of minorities being in the technician occupational category (see page 29, Graph 2 for additional details).

- While 28.4% of all Multnomah County employees are concentrated in salary ranges (\$0 - 19,999), women make up 80.7% of these employees, compared to 19.3% males (see page 36, Graph #4 for additional details).
- Minorities are concentrated in the four lowest salary ranges at a greater rate than whites; however, both groups are concentrated in the four highest pay ranges at a greater rate, than are those in the four lowest salary ranges (see page 44, Graph #5 and page 45, Graph #6 for additional details).
- Due to the unique characteristics of the disabled population, availability factors are difficult to establish. A survey is in the process of being developed to provide more accurate information on this population's representation in the County's workforce. Existing data can be found on pages 50-52.

Multnomah County  
Affirmative Action Program  
Annual Report  
June 1987-1988

<u>Contents</u>	<u>Pages</u>
Introduction . . . . .	i - ii
Key Findings . . . . .	iii - iv
Contents . . . . .	v - vi
Part I: Multnomah County's Workforce Analysis . . . . .	1
Table 1: Multnomah County Affirmative Action Goal and Employee Utilization . . . . .	2
Notes . . . . .	2
Table 2: Multnomah County Workforce Utilization . . . . .	3
Notes . . . . .	3
Table 3: Department of Environmental Services Workforce Utilization . . . . .	4
Notes . . . . .	4
Table 4: Department of General Services Workforce Utilization . . . . .	5
Notes . . . . .	5
Table 5: Department of Human Services Workforce Utilization . . . . .	6
Table 6: Department of Justice Service Workforce Utilization . . . . .	7
Notes . . . . .	7
Table 7: Multnomah County Sheriff's Office Workforce Utilization . . . . .	8
Notes . . . . .	8
Part II: Labor Force Data . . . . .	9
Table 8: Labor Force Comparisons . . . . .	10
Notes . . . . .	10
Part III: Utilization Analysis . . . . .	11
Table 9: Department/Office Actual Utilization . . . . .	12
Notes . . . . .	12
Part IV: Departmental Ranking . . . . .	13
Table 10: Ranking . . . . .	14
Notes . . . . .	14

<u>Contents</u>	<u>Pages</u>
Part V: Multnomah County Personnel Activity Summary . . . . .	15
Table 11: Personnel Activity . . . . .	16
Notes . . . . .	16
Part VI: EEO - Job Category Analyses by Sex . . . . .	17
Table 12: Employees by Sex and Occupational Categories . . . . .	18
Notes . . . . .	18
Graphs/Analysis . . . . .	19
Table 13: Goals for Females by Occupational Category . . . . .	20
Table 14: Departments' Female Employees by Occupational Category . . . . .	21
Utilization Analysis . . . . .	22
Part VII: Job Category Analyses by Minority Status . . . . .	23
Table 15: Multnomah County Minority Employees by Sex and Occupational Categories . . . . .	24
Analysis . . . . .	25
Table 16: Departments' Minority Employment by Occupational Categories . . . . .	26
Analysis . . . . .	27
Part VIII: Countywide Salary Range Analyses by Sex . . . . .	28
Table 17: Multnomah County Employees by Sex and Salary Range . .	29
Analysis . . . . .	31
Table 18: Departments' Female Employees by Salary Range . . . . .	32
Analysis . . . . .	33
Table 19: Departments' Male/Female Salary Range Comparisons . . .	34
Analysis . . . . .	35
Part IX: Salary Range Analyses by Minority Status . . . . .	36
Table 20: Multnomah County Employees by Salary Range . . . . .	37
Analysis . . . . .	38 - 39
Table 21: Departments'/Office Minority Salary Ranges . . . . .	40
Analysis . . . . .	41
Part X: Disability . . . . .	42
Availability . . . . .	43
Employee Characteristics . . . . .	44
Need Assessment Data . . . . .	45

**PART I**

**WORKFORCE ANALYSIS**

MULTNOMAH COUNTY  
Goals/Utilization  
(Comparisons)  
Parity Utilization Goals  
for 1986-88<sup>(1)</sup>

Table 1

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

Actual Utilization  
as of June 30, 1988<sup>(2)</sup>

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

Utilization Profile  
for June 1987<sup>(2)</sup>

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

Utilization Profile  
at time of Affirmative  
Action Plan Implementation  
September 1985<sup>(2)</sup>

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

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

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

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

Table 2

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

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

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

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

Table 3

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

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

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

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

Table 4

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

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

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

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

Table 5

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

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

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

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

Table 6

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

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

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

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

Table 7

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

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

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

**PART II**

**LABOR FORCE DATA**

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

Table 8

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

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

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

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

**PART III**

**UTILIZATION**  
**A n a l y s i s**

MULTNOMAH COUNTY  
DEPARTMENT/OFFICE  
AFFIRMATIVE ACTION UTILIZATION  
Goal 1986-88<sup>(1)</sup>

---

<u>Female</u> 47.7	<u>Minority</u> 12.3	<u>Black</u> 6.5	<u>Hispanic</u> 1.9	<u>Asian</u> 3.2	<u>Native American</u> 0.7
-----------------------	-------------------------	---------------------	------------------------	---------------------	-------------------------------

---

DEPARTMENT/OFFICE ACTUAL UTILIZATION STATUS  
As of June 30, 1988<sup>(2)</sup>

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

NOTES<sup>(3)</sup>:

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

Sources:

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

**PART IV**

**DEPARTMENTAL RANKING**

Multnomah County Employment  
by Departments, Ranked Based  
on Total Full-Time County Employees  
as of June 1987

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

## Notes:

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

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

**PART IV**

**PERSONNEL ACTIVITY SUMMARY**

**July 1987 - June 1988**

Table 11

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

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

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

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

**PART VI**

**EEO - JOB CATEGORY ANALYSES BY SEX**

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

Table 12

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

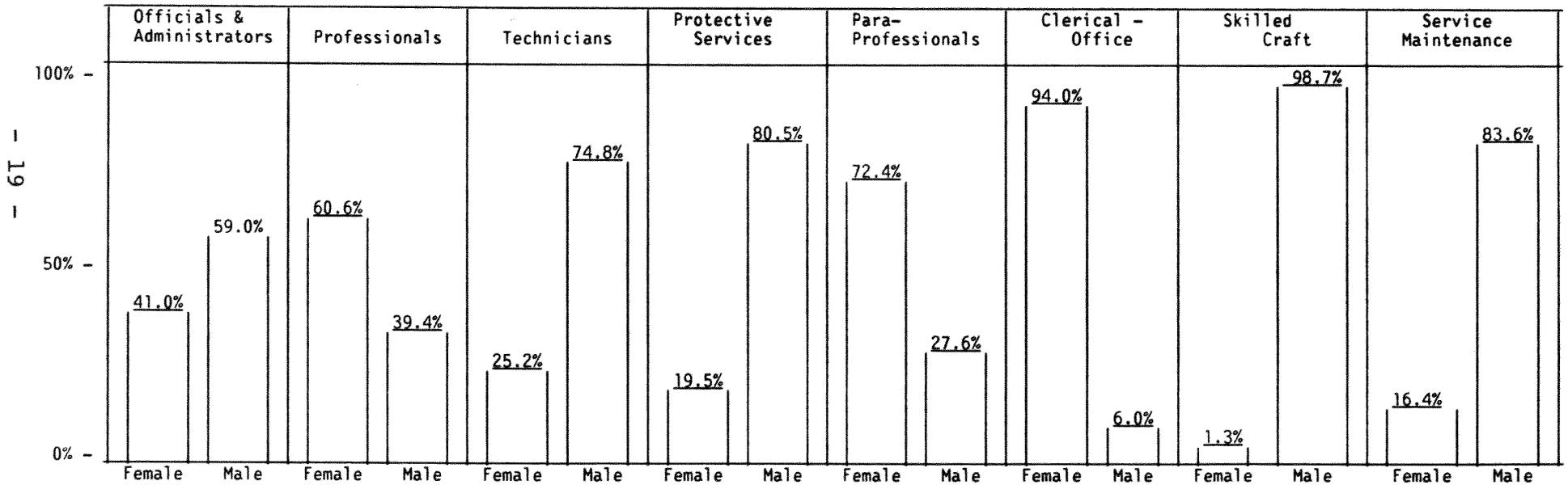
Sources: Occupational Category Reports, June 1987 - June 1988, Employee Services Division,  
 Department of General Services, Multnomah County, Oregon.

Multnomah County  
 Male/Female Analysis by  
 Occupational Categories  
 As of June 6, 1986

Analysis

- Females are concentrated in the professional, para-professional, and clerical-office occupational categories.
- Men dominate the officials and administrators, technicians, protective services, skilled craft and service maintenance occupational categories.
- The lowest number of females are in the skilled craft occupations, the greatest number of females are in the clerical-office field which is (22.2%) of the County's overall workforce.

Graph #1



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

Multnomah County  
Affirmative Action Goals for  
Females by Occupational Category

Table 13

<u>EEO - 4 Category</u>	<u>AA Goals<sup>(1)</sup></u>	<u>Representation<sup>(2)</sup> of 6/30/1988</u>	<u>Target</u>
A. Officials/Admin.	33.6	41.0	--
B. Professionals	40.5	60.6	--
C. Technicians	33.7	25.2	8.5
D. Protective Services	18.7	19.5	--
E. Para-professionals	35.5	72.4	--
F. Office/Clerical	64.8	94.0	--
G. Skilled Craft	5.2	1.3	3.9
H. Service/Maintenance	14.5	16.4	--

<sup>(1)</sup> The information contained in Table 12 is based on information contained in "Data for 1984 Affirmative Action Programs, Portland MSA", Table 4 - "Oregon Portion - Portland SMSA", Occupations of Applicants of the Oregon State Employment Service, By Sex and Minority Status, State of Oregon, Employment Division, 1984.

<sup>(2)</sup> Occupational Category Statistical Report, June 30, 1988, Employee Services Division, Department of General Services, Multnomah County, Oregon.

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

Table 14

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

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

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

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

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

**PART VII**

**EEO - JOB CATEGORY ANALYSES BY  
MINORITY STATUS**

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

Table 15

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

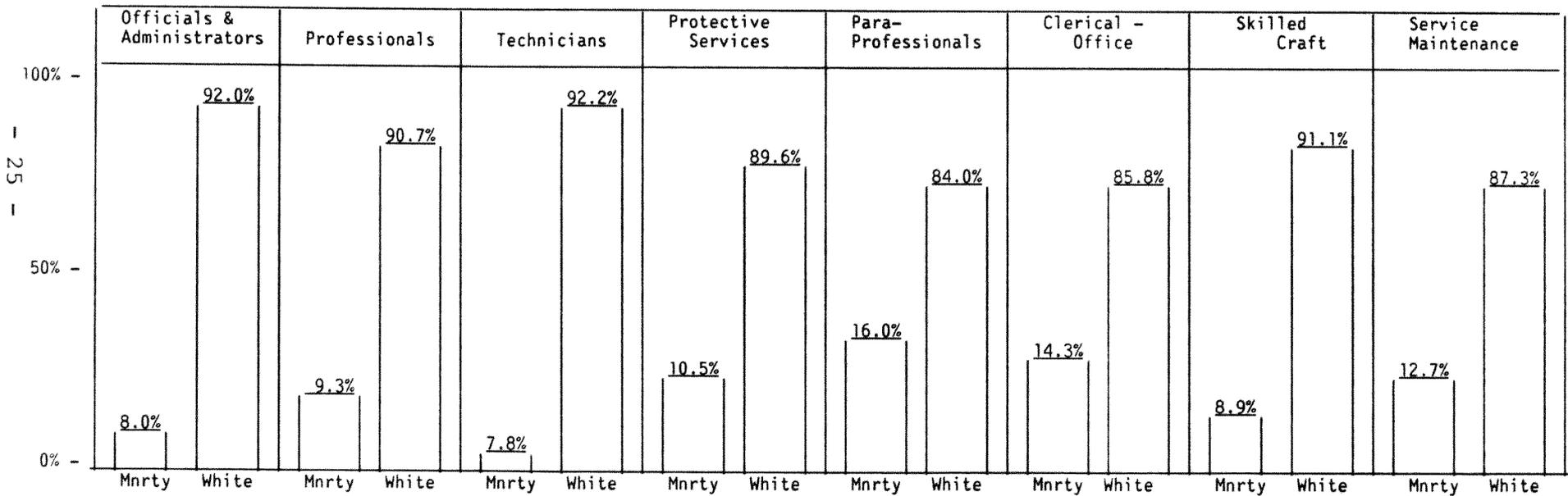
Sources: Occupational Category Reports, June 1987 - June 1988, Employee Services Division, Department of General Services, Multnomah County, Oregon.

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

Analysis

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

Graph #2



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

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

Table 16

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

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

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

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

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

**PART VIII**

**COUNTYWIDE SALARY RANGE ANALYSES BY SEX**

● ● ● ● ● ● ●

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

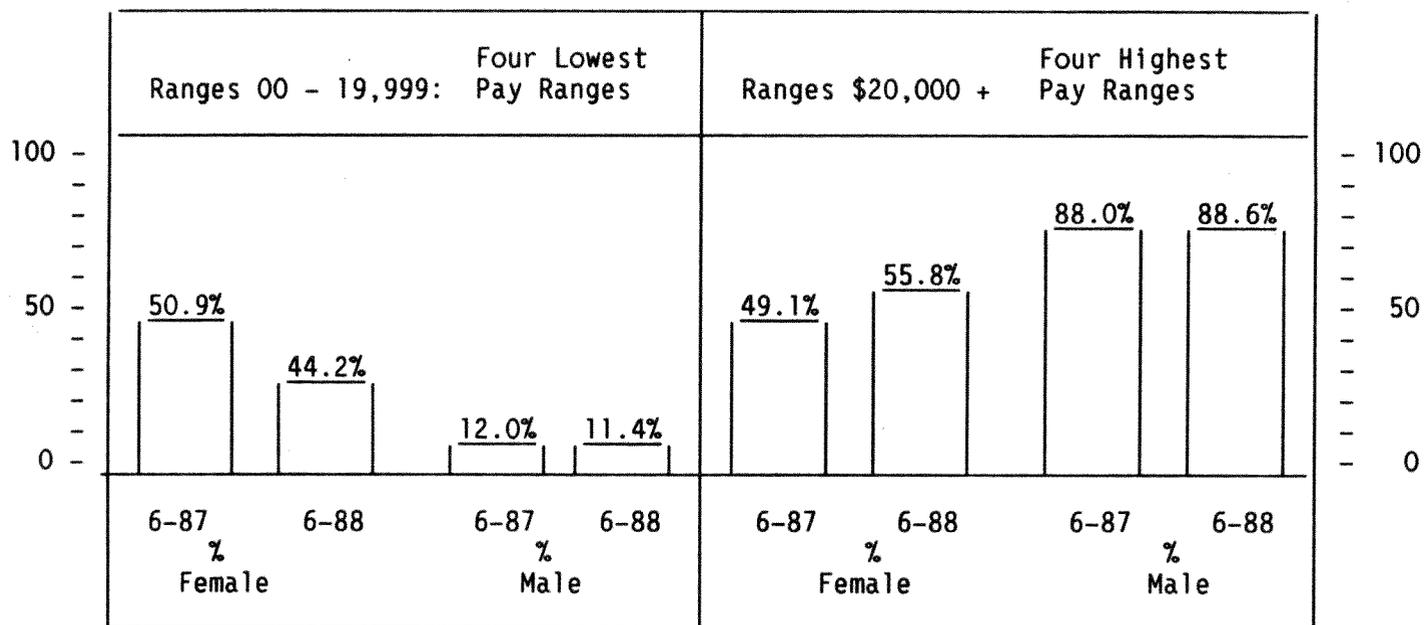
Table 17

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

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

Salary Range Analysis  
June 1987 - June 1988

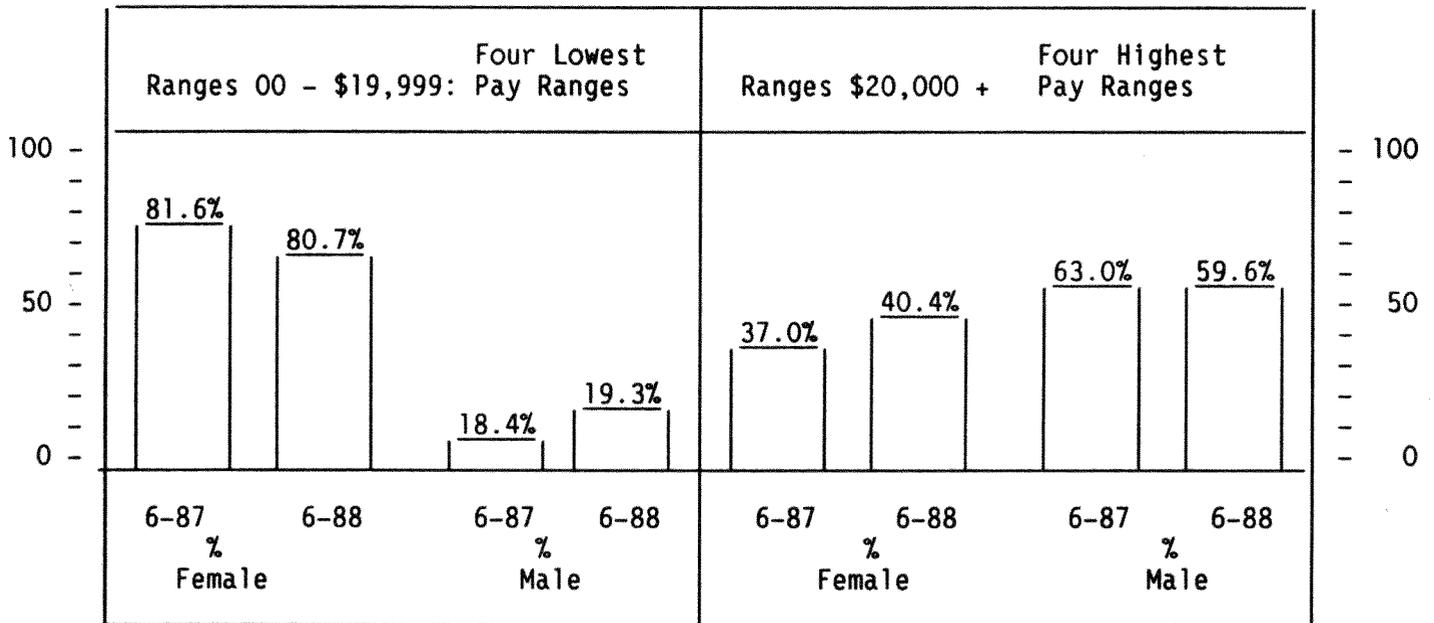
Graph 3



- The number of both women and men in the lower salary ranges decreased in comparison to their numbers in 1987.
- The number of both women and men in the higher salary ranges increased in comparison to their number in 1986.
- Women continue to be concentrated in the lower salary ranges at a greater percentage rate than men.

Salary Range Comparison Analysis  
Based on Employee Grouping  
June 1987 - June 1988

Graph 4



- While 28.4% of all multnomah County's employees are concentrated in salary ranges (\$0 - \$19,999), women make up 80.7% of these employees, compared to 19.3% males, as of June 1988.
- While 71.6% of Multnomah County employees are concentrated in salary ranges (20 +), women make up 40.4% of this group, compared to 59.6% for men.
- The percentage of women in the (20+) salary ranges have increased, compared to their percentage in June 1987.

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

Table 18

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

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

Multnomah County  
Departments/Offices  
Female Salary Range Comparison  
June 1987 - June 1988  
(From Table 18)

- Department of Environmental Services: Females represent 23.0% of this department's workforce. From this group, 54.8% of the females are employed in the lowest salary ranges, compared to 59.2% in 1987, and 65.6% in June 1986. Females in the four highest salary ranges went from 40.8% in June 1987, to 45.2% as of June 1988. Females continue to dominate salary ranges C and D above, and have the lowest representation in salary range F.
- Department of General Services: Females represent 62.7% of this department's workforce, compared to 62.2% in June 1987. From this group, 46.3% of the females are employed in the four lowest salary ranges, compared to 60.1% in 1987. Females in the four highest salary ranges went from 39.8% in June 1987, to 53.7% as of June 1988. Females are in the majority in all salary ranges, except category H.
- Department of Human Services: Females represent 73.7% of this department's workforce. From this group 40.2% of the females are employed in the four lower salary ranges, compared to 44.8% in June 1987. Female representation in the four highest salary ranges went from 55.2% in 1987, to 59.8% as of June 1988. Females are in the majority in all salary ranges except category H.
- Department of Justice Services: Females represent 77.2% of this department's workforce, compared to 64.8% in June 1987. From this group 58.1% of the females are employed in the four lowest salary ranges compared to 59.1% in 1987. Females representation in the four highest salary ranges went from 40.9% in 1987, to 41.9% as of June 1988. Females are a majority in all salary ranges except categories G and H.
- Sheriff's Office: Females represent 29.0% of this Office's workforce, compared to 28.6% in June 1987. From this group, 29.4% of the females are employed in the four lowest salary ranges, compared to 44.8% in June 1987 and 48.4% in June 1986. Females representation in the four highest salary ranges went from 55.2% in June 1987, to 60.6% as of June 1988. Females are a majority in salary range categories C and D, and are a minority in salary range categories E, F, G, and H.

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

Table 19

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

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

Multnomah County's Departments/Offices  
Male/Female Employee  
Salary Range Comparison  
June 1988  
(From Table 19)

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

**PART IX**

**SALARY RANGES ANALYSES BY  
MINORITY STATUS**

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

Table 20

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

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

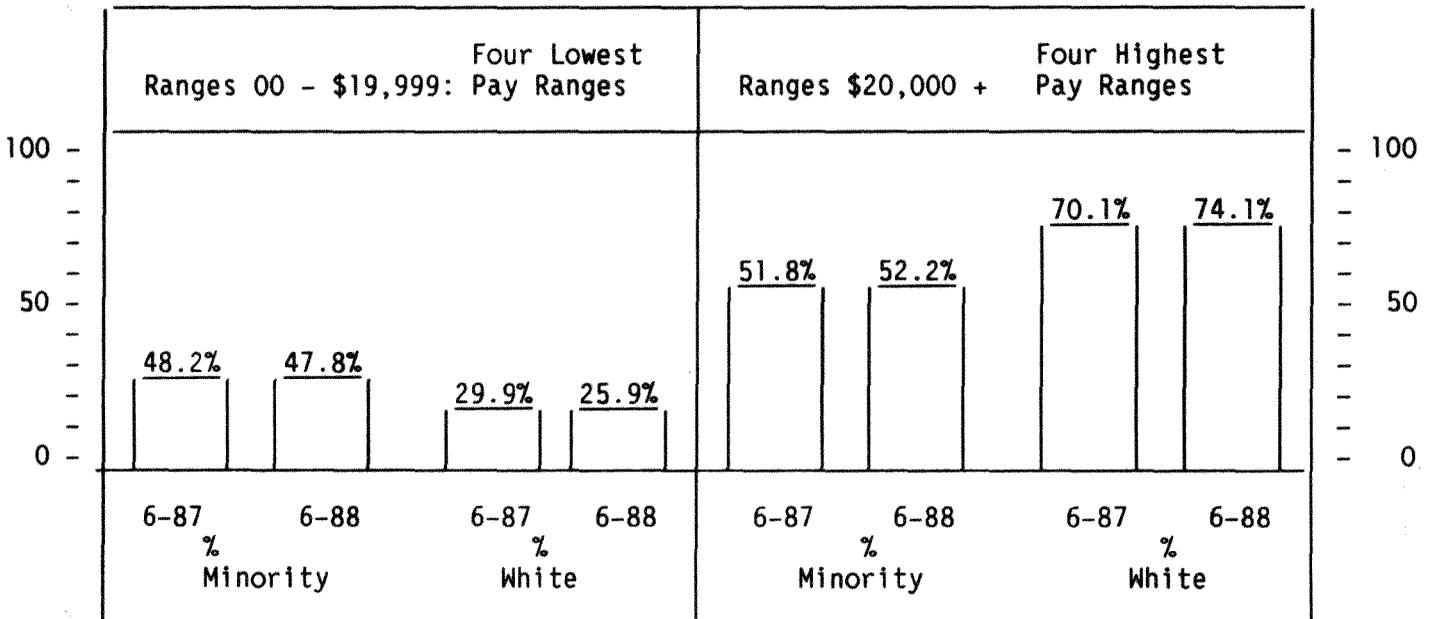
Analysis

Salary Range by Minority Status  
June 1987 - June 1988

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

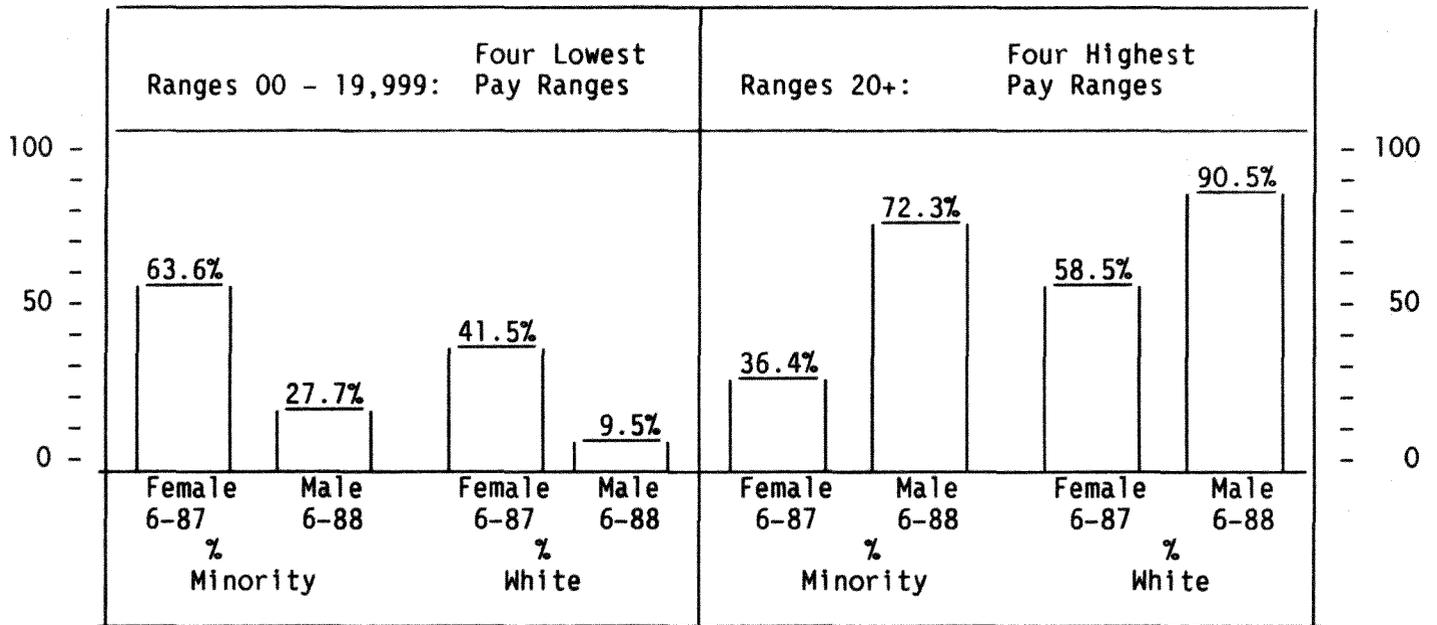
Salary Range Comparison: White-Minority  
June 1987 - 1988

Graph #5



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

Graph #6



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

Table 21

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

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

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

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

**PART X**

**DISABILITY**

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

Availability

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

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

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

## Employee Characteristics of Disabled Persons

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

1. Blindness/Visual Impairment

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

2. Hearing Impairment

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

3. Orthopedic

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

4. Nervous

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

5. Respiratory

- 1 - Emphysema
- 3 - Allergies

6. Speech Impairments

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

7. Other

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

8. Physical Limitations

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

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

Source: (1) Multnomah County Disabled Worker Survey, 1984.

COUNTY NEEDS ASSESSMENT DATA

State of Oregon  
Vocational Rehabilitation Division

July 1981

Table 22

**ESTIMATED NUMBER OF INDIVIDUALS NEEDING SERVICE\***

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

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

DATE SUBMITTED \_\_\_\_\_

(For Clerk's Use)  
Meeting Date 11/1/88  
Agenda No. #6 pm

REQUEST FOR PLACEMENT ON THE AGENDA

Subject: AFFIRMATIVE ACTION PROGRAM ANNUAL REPORT

Informal Only \* 11/1/88 AM  
(Date)

Formal Only \_\_\_\_\_  
(Date)

DEPARTMENT General Services

DIVISION Employee Services

CONTACT Robert Phillips

TELEPHONE 248-5015

\*NAME(S) OF PERSON MAKING PRESENTATION TO BOARD Robert Phillips, Lloyd Williams

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

This request complies with the requirement that the Chair present an annual affirmative action performance evaluation of each department to the Board of County Commissioners.

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

ACTION REQUESTED:

- INFORMATION ONLY
- PRELIMINARY APPROVAL
- POLICY DIRECTION
- APPROVAL

INDICATE THE ESTIMATED TIME NEEDED ON AGENDA 20 min.

IMPACT:

- PERSONNEL
- FISCAL/BUDGETARY
  - General Fund
  - Other \_\_\_\_\_

BOARD OF COUNTY COMMISSIONERS  
 1988 OCT 27 AM 10:58  
 MULTNOMAH COUNTY OREGON

SIGNATURES:

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

BUDGET / PERSONNEL \_\_\_\_\_

COUNTY COUNSEL (Ordinances, Resolutions, Agreements, Contracts) \_\_\_\_\_

OTHER Robert Phillips, Affirmative Action Officer  
(Purchasing, Facilities Management, etc.)

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



Annual Report

AFFIRMATIVE ACTION  
PROGRAM

June 1987 to June 1988

Gladys McCoy  
Multnomah County Chair

Prepared for the County Chair  
By Robert Phillips, Affirmative Action Officer  
Employee Services Division, Department of General Services

## Introduction

The 1987-88 Annual Affirmative Action Report is being issued in conformance with the requirements of Multnomah County's Affirmative Action Plan. It is in compliance with the Administration and Implementation of the plan on page 2.2. The Office of Federal Contract Compliance Program (OFCCP), regulations 41-CFR 60-2.13; and the requirements under the Uniform Guidelines on Employee Selection Procedures (1978) (43 FR 38290). The fundamental principles underlining these Guidelines addresses employer policies and practices which may have an adverse impact on the employment opportunities of members of any protected group. Such adverse impacts violate Title VII of the Civil Rights Act of 1964 unless validated or otherwise justified by business necessity. Thus, the collection, maintenance, and reporting of data on race/national origin and sex is legally required to help identify and eliminate discrimination.

Multnomah County's first Annual Report on its Affirmative Action Program was issued in 1986. The report noted that in 1984, a three-year goal of ten percent (10%) for minorities and fifty percent (50%) for women was established for Multnomah County's workforce. Actual employee utilization, as of June 6, 1986, indicated that the County reached its goals for minorities (10.8%), and for women (50%). The second Annual Report was issued in 1987, with new affirmative action goals of (12.2%) for minorities, and (47.7%) for females based on labor market data (Portland Metropolitan Standard Statistical Area). The report noted that in 1986, minorities made up (11.6%) and females (51.2%) of Multnomah County's full-time employees. This report covers the final reporting period under Multnomah County's 1986-88 Affirmative Action Plan. The report shows that the County has improved its overall representation of minorities in the workforce from 10.7% in 1985 to 11.4% in 1988. Additionally, females went from 49.1% in 1985 to 51.9% in 1988.

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

- The Affirmative Action Office was moved to the Employee Services Division, to assist departments in compliance and development of minority, female and disabled employees to meet the County's affirmative action goals and objectives;
- Partial staff assistance has been provided to manage the Talent Bank program, and to guide persons seeking employment opportunities;
- Computer and word processing equipment has been added to the office to increase data collection and reporting capabilities; and
- The County through its data collection and analysis capabilities has improved the quality of program assessments distributed to compliance and evaluating agencies.

In the future, the Affirmative Action Office would like to implement an applicant tracking system to monitor and evaluate the entire hiring process. This would increase our ability to ensure equal employment practices, and would more accurately isolate specific problem areas for corrective action.

In conclusion, when examined in total, Multnomah County's Affirmative Action Program appears to be effective. Closer examination of the program's implementation clearly points out that County departments have numerous improvements to make in order to enhance their effectiveness in reaching the goal of equal employment opportunity.

Robert Phillips  
Affirmative Action Officer

**K e y   F i n d i n g s**

## Key Findings

The following information represents key findings identified in the 1987-88 Annual Affirmative Action Report:

- Since the implementation of Multnomah County's 1986-88 Affirmative Action Plan, the County has improved its representation of minorities in its workforce from 10.7% in 1985 to 11.4% in 1988. The major improvement in minority representation occurred among Hispanics, representing 0.8% of the workforce in 1985, and moving to 1.6% of the workforce as of June 1988 (see page 5, Table 1, for additional details).
- At the end of Fiscal Year 1987/88, Multnomah County's workforce consisted of 2025 full-time employees. From this number, 230 (11.4%) were minorities and 1050 (51.9%) were females. This is above the levels achieved during the Affirmative Action Planning Year 1984-85 (see page 6, Table 2 for additional details).
- Multnomah County's labor force percentage for minorities continue to lead all minority statistical area labor force percentages for all areas except the City of Portland (SA) (see page 13, Table 8 for additional details).
- The Department of Environmental Services has the lowest percentage of female employment 23.0%, and the Department of Justice Services has the lowest percentage of Minority employees 7.2% in Multnomah County (see page 15, Table 9 for more additional details).
- The Majority of Multnomah County employees (61.9%), are employed by the Department of Human Services (33.8%) and the Sheriff's Office (28.1%), (see page 17, Table 10 for additional details).
- The remaining employees (38.1%), are employed by the Department of Environmental Services (15.7%), the Department of General Services (13.8%), the Department of Justice Services (8.2%), and Nondepartmental units (0.4%) (see page 17, Table 10 for additional details).
- Total percentage of Minority new hires for FY 1987-88 was 11.6%; and total new hires for females was 51.7% (see page 19, Table 11 for additional details).
- The total percentage of Minorities terminating their employment with Multnomah County during FY 1987-88 was 14.6%; and for females 51.9% (see page 19, Table 11 for more additional details).
- Females working for Multnomah County are concentrated in the professional, para-professional, and clerical-office occupational categories; with the lowest number in the skilled craft occupations (see page 22, Graph 1 for additional details).
- Minorities are concentrated in the para-professional, clerical-office and maintenance occupational categories; with the lowest percentage of minorities being in the technician occupational category (see page 29, Graph 2 for additional details).

- While 28.4% of all Multnomah County employees are concentrated in salary ranges (\$0 - 19,999), women make up 80.7% of these employees, compared to 19.3% males (see page 36, Graph #4 for additional details).
- Minorities are concentrated in the four lowest salary ranges at a greater rate than whites; however, both groups are concentrated in the four highest pay ranges at a greater rate, than are those in the four lowest salary ranges (see page 44, Graph #5 and page 45, Graph #6 for additional details).
- Due to the unique characteristics of the disabled population, availability factors are difficult to establish. A survey is in the process of being developed to provide more accurate information on this population's representation in the County's workforce. Existing data can be found on pages 50-52.

Multnomah County  
Affirmative Action Program  
Annual Report  
June 1987-1988

<u>Contents</u>	<u>Pages</u>
Introduction . . . . .	i - ii
Key Findings . . . . .	iii - iv
Contents . . . . .	v - vi
Part I: Multnomah County's Workforce Analysis . . . . .	1
Table 1: Multnomah County Affirmative Action Goal and Employee Utilization . . . . .	2
Notes . . . . .	2
Table 2: Multnomah County Workforce Utilization . . . . .	3
Notes . . . . .	3
Table 3: Department of Environmental Services Workforce Utilization . . . . .	4
Notes . . . . .	4
Table 4: Department of General Services Workforce Utilization . . . . .	5
Notes . . . . .	5
Table 5: Department of Human Services Workforce Utilization . . . . .	6
Table 6: Department of Justice Service Workforce Utilization . . . . .	7
Notes . . . . .	7
Table 7: Multnomah County Sheriff's Office Workforce Utilization . . . . .	8
Notes . . . . .	8
Part II: Labor Force Data . . . . .	9
Table 8: Labor Force Comparisons . . . . .	10
Notes . . . . .	10
Part III: Utilization Analysis . . . . .	11
Table 9: Department/Office Actual Utilization . . . . .	12
Notes . . . . .	12
Part IV: Departmental Ranking . . . . .	13
Table 10: Ranking . . . . .	14
Notes . . . . .	14

<u>Contents</u>	<u>Pages</u>
Part V: Multnomah County Personnel Activity Summary . . . . .	15
Table 11: Personnel Activity . . . . .	16
Notes . . . . .	16
Part VI: EEO - Job Category Analyses by Sex . . . . .	17
Table 12: Employees by Sex and Occupational Categories . . . . .	18
Notes . . . . .	18
Graphs/Analysis . . . . .	19
Table 13: Goals for Females by Occupational Category . . . . .	20
Table 14: Departments' Female Employees by Occupational Category . . . . .	21
Utilization Analysis . . . . .	22
Part VII: Job Category Analyses by Minority Status . . . . .	23
Table 15: Multnomah County Minority Employees by Sex and Occupational Categories . . . . .	24
Analysis . . . . .	25
Table 16: Departments' Minority Employment by Occupational Categories . . . . .	26
Analysis . . . . .	27
Part VIII: Countywide Salary Range Analyses by Sex . . . . .	28
Table 17: Multnomah County Employees by Sex and Salary Range . .	29
Analysis . . . . .	31
Table 18: Departments' Female Employees by Salary Range . . . . .	32
Analysis . . . . .	33
Table 19: Departments' Male/Female Salary Range Comparisons . . .	34
Analysis . . . . .	35
Part IX: Salary Range Analyses by Minority Status . . . . .	36
Table 20: Multnomah County Employees by Salary Range . . . . .	37
Analysis . . . . .	38
Table 21: Departments'/Office Minority Salary Ranges . . . . .	40
Analysis . . . . .	41
Part X: Disability . . . . .	42
Availability . . . . .	43
Employee Characteristics . . . . .	44
Need Assessment Data . . . . .	45

**PART I**

**WORKFORCE ANALYSIS**

MULTNOMAH COUNTY  
Goals/Utilization  
(Comparisons)  
Parity Utilization Goals  
for 1986-88<sup>(1)</sup>

Table 1

---

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

---

Actual Utilization  
as of June 30, 1988<sup>(2)</sup>

---

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

---

Utilization Profile  
for June 1987<sup>(2)</sup>

---

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

---

Utilization Profile  
at time of Affirmative  
Action Plan Implementation  
September 1985<sup>(2)</sup>

---

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

---

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

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

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

Table 2

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

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

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

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

Table 3

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

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

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

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

Table 4

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

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

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

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

Table 5

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

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

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

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

Table 6

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

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

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

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

Table 7

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

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

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

**PART II**

**LABOR FORCE DATA**

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

Table 8

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

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

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

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

**PART III**

**UTILIZATION**  
**A n a l y s i s**

MULTNOMAH COUNTY  
DEPARTMENT/OFFICE  
AFFIRMATIVE ACTION UTILIZATION  
Goal 1986-88<sup>(1)</sup>

<u>Female</u> 47.7	<u>Minority</u> 12.3	<u>Black</u> 6.5	<u>Hispanic</u> 1.9	<u>Asian</u> 3.2	<u>Native American</u> 0.7
-----------------------	-------------------------	---------------------	------------------------	---------------------	-------------------------------

DEPARTMENT/OFFICE ACTUAL UTILIZATION STATUS  
As of June 30, 1988<sup>(2)</sup>

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

NOTES<sup>(3)</sup>:

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

Sources:

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

**PART IV**

**DEPARTMENTAL RANKING**

Multnomah County Employment  
by Departments, Ranked Based  
on Total Full-Time County Employees  
as of June 1987

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

## Notes:

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

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

**PART IV**

**PERSONNEL ACTIVITY SUMMARY**

**July 1987 - June 1988**

Table 11

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

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

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

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

**PART VI**

**EEO - JOB CATEGORY ANALYSES BY SEX**

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

Table 12

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

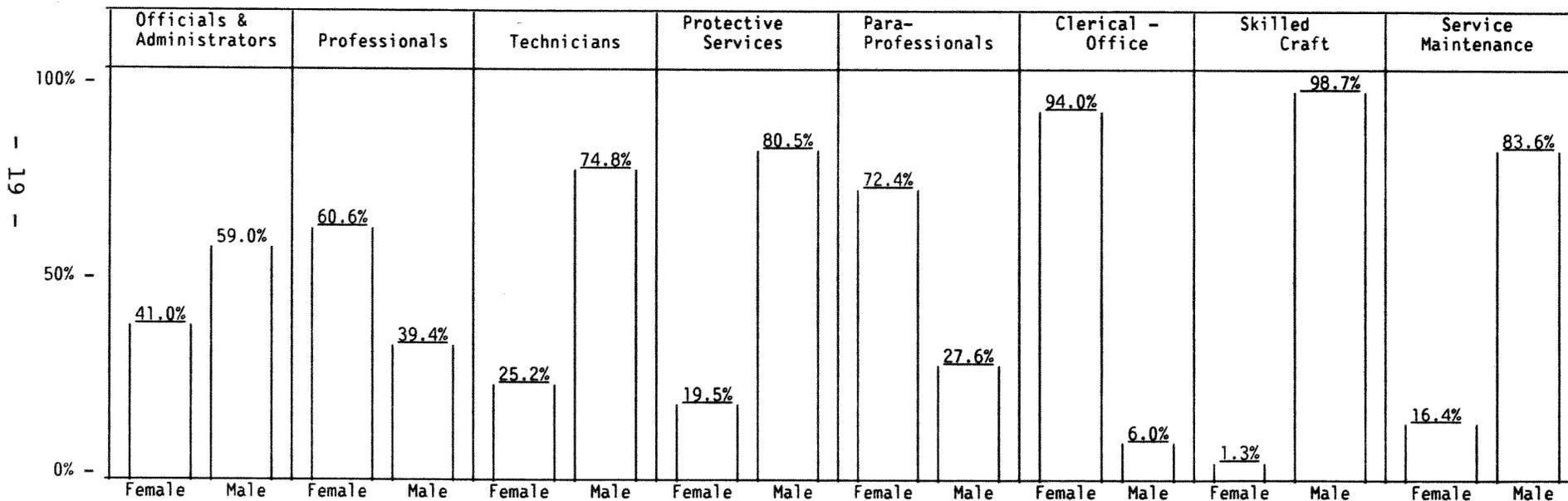
Sources: Occupational Category Reports, June 1987 - June 1988, Employee Services Division, Department of General Services, Multnomah County, Oregon.

Multnomah County  
 Male/Female Analysis by  
 Occupational Categories  
 As of June 6, 1986

Analysis

- Females are concentrated in the professional, para-professional, and clerical-office occupational categories.
- Men dominate the officials and administrators, technicians, protective services, skilled craft and service maintenance occupational categories.
- The lowest number of females are in the skilled craft occupations, the greatest number of females are in the clerical-office field which is (22.2%) of the County's overall workforce.

Graph #1



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

Multnomah County  
Affirmative Action Goals for  
Females by Occupational Category

Table 13

<u>EEO - 4 Category</u>	<u>AA Goals<sup>(1)</sup></u>	<u>Representation<sup>(2)</sup> of 6/30/1988</u>	<u>Target</u>
A. Officials/Admin.	33.6	41.0	--
B. Professionals	40.5	60.6	--
C. Technicians	33.7	25.2	8.5
D. Protective Services	18.7	19.5	--
E. Para-professionals	35.5	72.4	--
F. Office/Clerical	64.8	94.0	--
G. Skilled Craft	5.2	1.3	3.9
H. Service/Maintenance	14.5	16.4	--

(1) The information contained in Table 12 is based on information contained in "Data for 1984 Affirmative Action Programs, Portland MSA", Table 4 - "Oregon Portion - Portland SMSA", Occupations of Applicants of the Oregon State Employment Service, By Sex and Minority Status, State of Oregon, Employment Division, 1984.

(2) Occupational Category Statistical Report, June 30, 1988, Employee Services Division, Department of General Services, Multnomah County, Oregon.

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

Table 14

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

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

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

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

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

**PART VII**

**EEO - JOB CATEGORY ANALYSES BY  
MINORITY STATUS**

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

Table 15

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

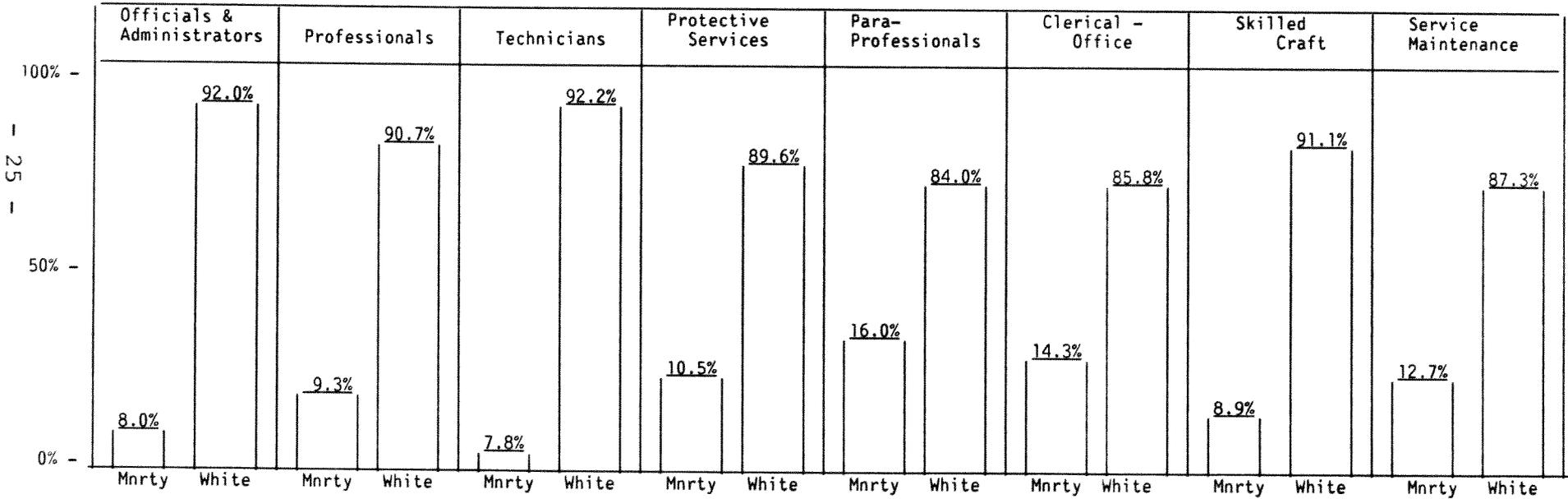
Sources: Occupational Category Reports, June 1987 - June 1988, Employee Services Division, Department of General Services, Multnomah County, Oregon.

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

Analysis

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

Graph #2



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

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

Table 16

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

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

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

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

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

**PART VIII**

**COUNTYWIDE SALARY RANGE ANALYSES BY SEX**

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

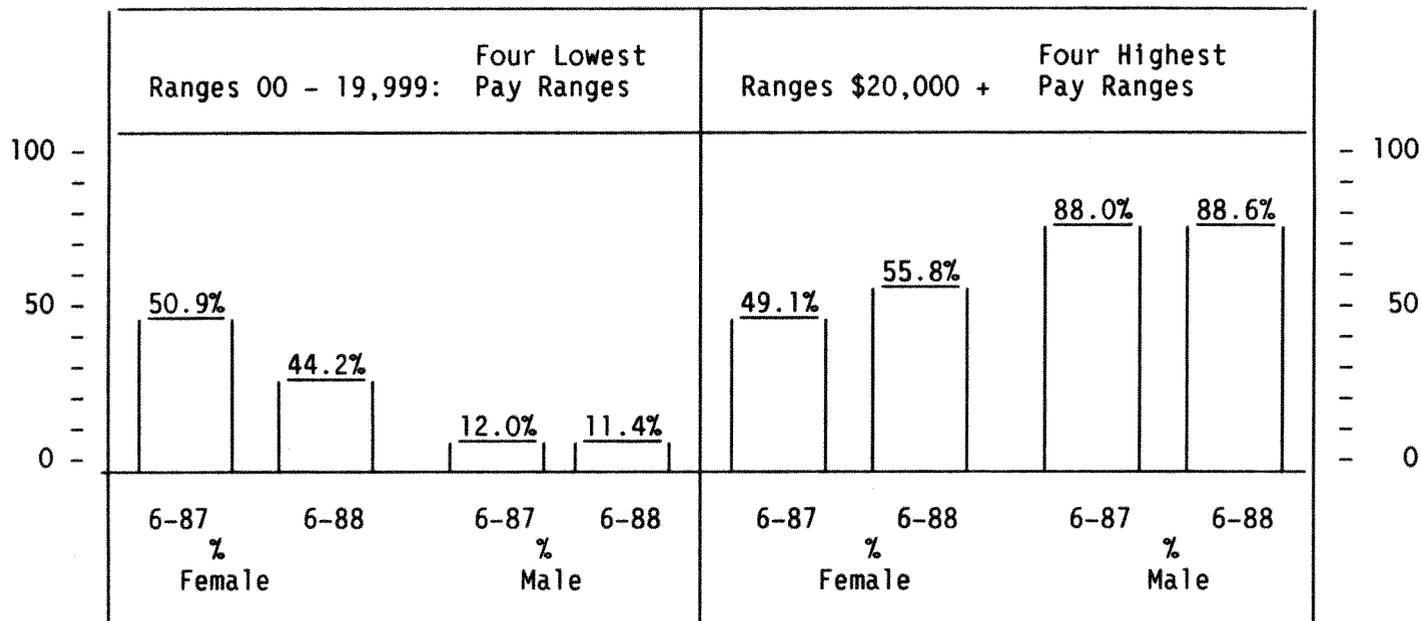
Table 17

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

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

Salary Range Analysis  
June 1987 - June 1988

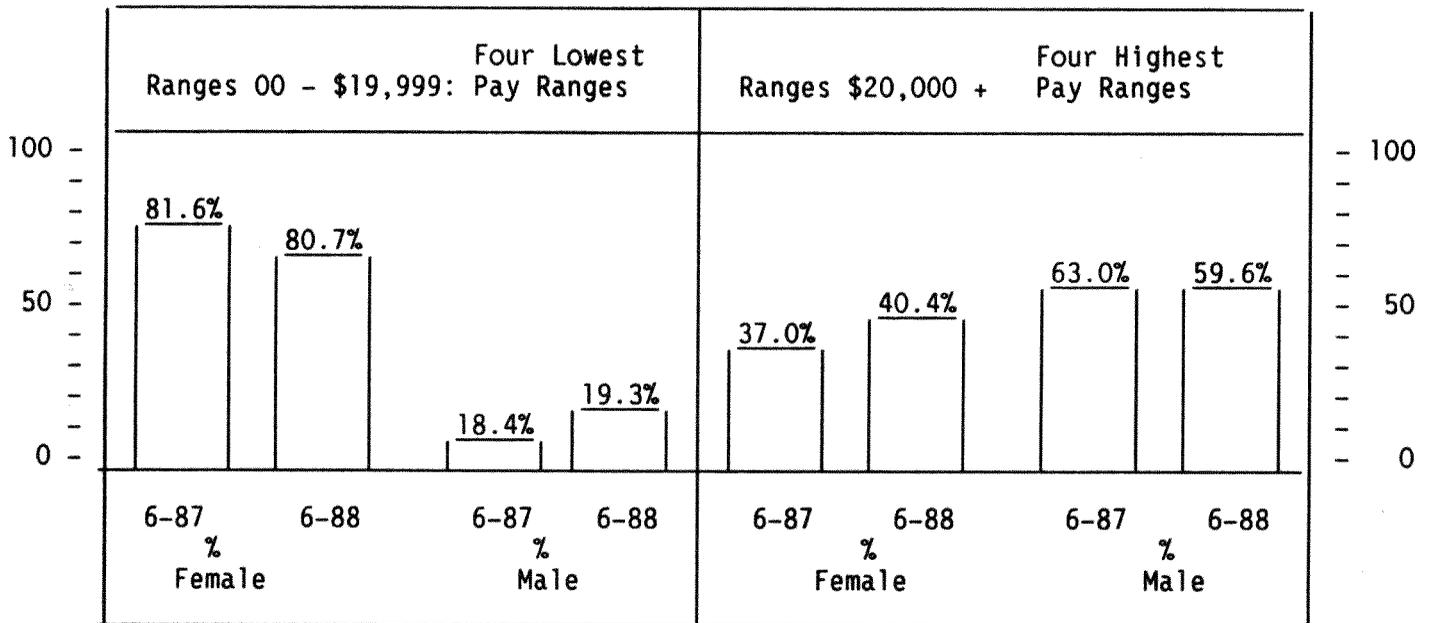
Graph 3



- The number of both women and men in the lower salary ranges decreased in comparison to their numbers in 1987.
- The number of both women and men in the higher salary ranges increased in comparison to their number in 1986.
- Women continue to be concentrated in the lower salary ranges at a greater percentage rate than men.

Salary Range Comparison Analysis  
Based on Employee Grouping  
June 1987 - June 1988

Graph 4



- While 28.4% of all multnomah County's employees are concentrated in salary ranges (\$0 - \$19,999), women make up 80.7% of these employees, compared to 19.3% males, as of June 1988.
- While 71.6% of Multnomah County employees are concentrated in salary ranges (20 +), women make up 40.4% of this group, compared to 59.6% for men.
- The percentage of women in the (20+) salary ranges have increased, compared to their percentage in June 1987.

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

Table 18

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

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

Multnomah County  
Departments/Offices  
Female Salary Range Comparison  
June 1987 - June 1988  
(From Table 18)

- Department of Environmental Services: Females represent 23.0% of this department's workforce. From this group, 54.8% of the females are employed in the lowest salary ranges, compared to 59.2% in 1987, and 65.6% in June 1986. Females in the four highest salary ranges went from 40.8% in June 1987, to 45.2% as of June 1988. Females continue to dominate salary ranges C and D above, and have the lowest representation in salary range F.
- Department of General Services: Females represent 62.7% of this department's workforce, compared to 62.2% in June 1987. From this group, 46.3% of the females are employed in the four lowest salary ranges, compared to 60.1% in 1987. Females in the four highest salary ranges went from 39.8% in June 1987, to 53.7% as of June 1988. Females are in the majority in all salary ranges, except category H.
- Department of Human Services: Females represent 73.7% of this department's workforce. From this group 40.2% of the females are employed in the four lower salary ranges, compared to 44.8% in June 1987. Female representation in the four highest salary ranges went from 55.2% in 1987, to 59.8% as of June 1988. Females are in the majority in all salary ranges except category H.
- Department of Justice Services: Females represent 77.2% of this department's workforce, compared to 64.8% in June 1987. From this group 58.1% of the females are employed in the four lowest salary ranges compared to 59.1% in 1987. Females representation in the four highest salary ranges went from 40.9% in 1987, to 41.9% as of June 1988. Females are a majority in all salary ranges except categories G and H.
- Sheriff's Office: Females represent 29.0% of this Office's workforce, compared to 28.6% in June 1987. From this group, 29.4% of the females are employed in the four lowest salary ranges, compared to 44.8% in June 1987 and 48.4% in June 1986. Females representation in the four highest salary ranges went from 55.2% in June 1987, to 60.6% as of June 1988. Females are a majority in salary range categories C and D, and are a minority in salary range categories E, F, G, and H.

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

Table 19

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

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

Multnomah County's Departments/Offices  
Male/Female Employee  
Salary Range Comparison  
June 1988  
(From Table 19)

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

**PART IX**

**SALARY RANGES ANALYSES BY  
MINORITY STATUS**

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

Table 20

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

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

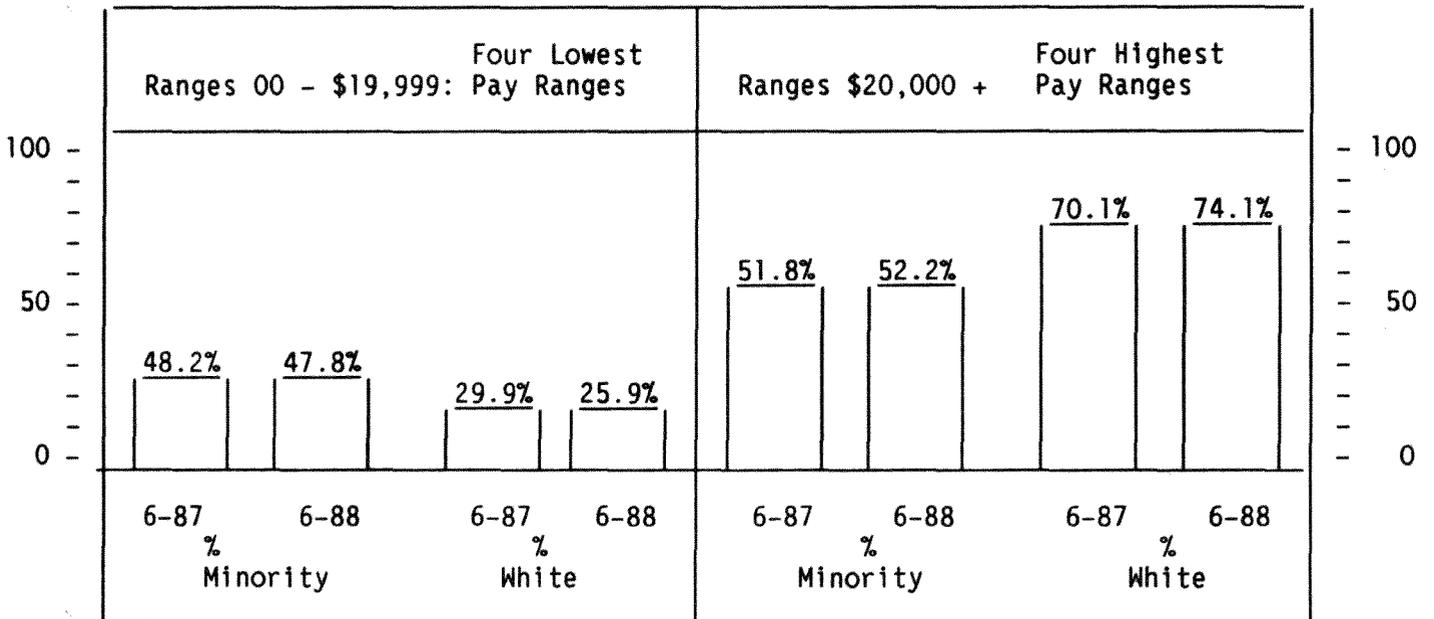
Analysis

Salary Range by Minority Status  
June 1987 - June 1988

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

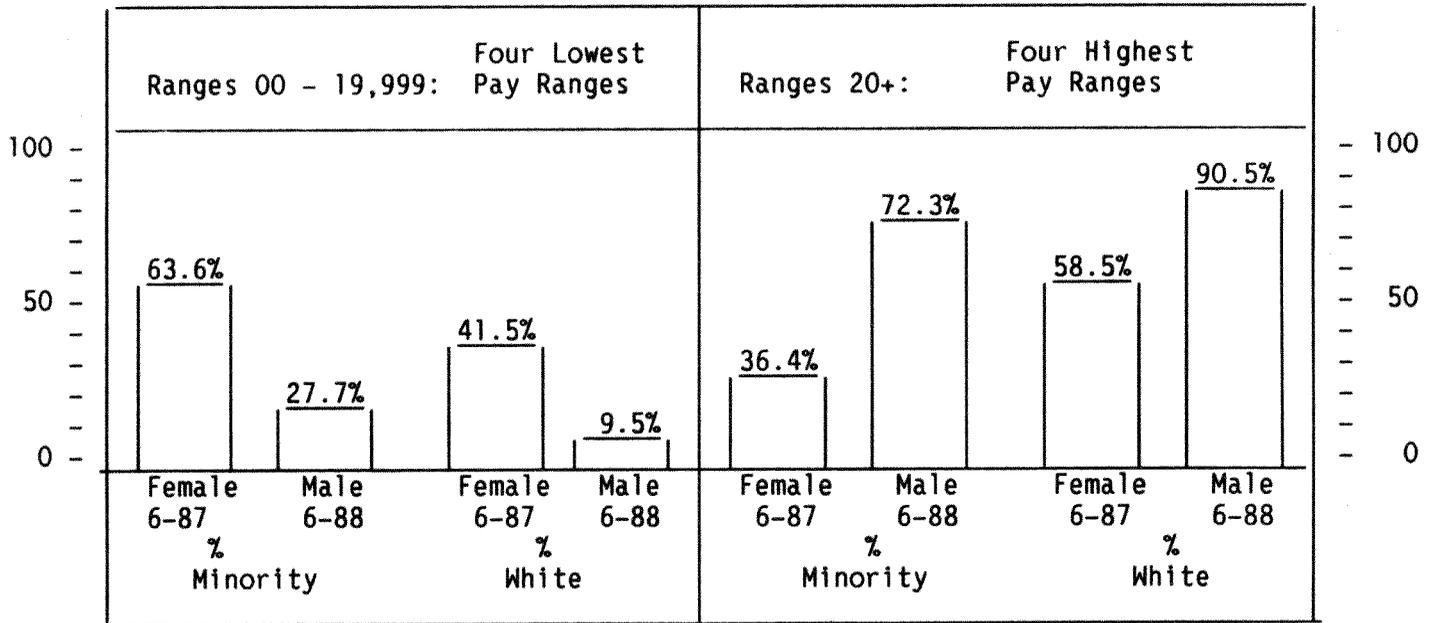
Salary Range Comparison: White-Minority  
June 1987 - 1988

Graph #5



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

Graph #6



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

Table 21

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

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

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

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

**PART X**

**DISABILITY**

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

Availability

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

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

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

## Employee Characteristics of Disabled Persons

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

1. Blindness/Visual Impairment
  - 1 - With no usable vision
  - 2 - Blind in one eye
  - 3 - Restricted vision
2. Hearing Impairment
  - 1 - Deafness in one ear
  - 1 - Unable to hear, but can perceive noise
  - 1 - Unable to hear sound or speech in one ear
  - 6 - Ability to hear speech with hearing aids
3. Orthopedic
  - 3 - Lack or limited use of one limb
  - 6 - Hip, back, pelvic limitations
4. Nervous
  - 1 - Epilepsy
  - 3 - Loss of ability to move or use part of the body
5. Respiratory
  - 1 - Emphysema
  - 3 - Allergies
6. Speech Impairments
  - 1 - Inability to speak
  - 3 - Defects of articulation, unclear language sound
7. Other
  - 1 - Arthritis
  - 2 - Diabetes
  - 1 - Alcohol
8. Physical Limitations
  - 1 - Stooping
  - 11 - Walking
  - 3 - Sitting
  - 4 - Lifting
  - 3 - Writing

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

Source: <sup>(1)</sup>Multnomah County Disabled Worker Survey, 1984.

COUNTY NEEDS ASSESSMENT DATA  
 State of Oregon  
 Vocational Rehabilitation Division

July 1981

Table 22

**ESTIMATED NUMBER OF INDIVIDUALS NEEDING SERVICE\***

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

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

# MULTNOMAH COUNTY

## AFFIRMATIVE ACTION

### CLASSIFICATION UTILIZATION REPORT

Number and Percentage  
Full Time Employees by Classification  
as of June 1988

1988 NOV 21 AM 8 25  
MULTNOMAH COUNTY  
OREGON  
CLERK OF DISTRICT COMMISSIONERS

Issued by: Multnomah County's Affirmative Action Office  
Prepared by: Employee Services

**AFFIRMATIVE ACTION**  
**CLASSIFICATION UTILIZATION REPORT**

**Number and Percentage**  
**Full Time Employees by Classification**

Issued by: Multnomah County's Affirmative Action Office  
Prepared by: Employee Services

## PREFACE

The classification utilization information contained in this report was compiled by Susan Ayers, Senior Personnel Analyst, Employee Services Division, at the request of the Affirmative Action Officer to comply with (41 CFR § 60-2.23 (a) (1)), Affirmative Action Guidelines, issued by the Office of Federal Contract Compliance.

In those classifications where there exist an underutilization of females and minorities, remedial corrective action or a demonstration of good-faith effort is required in future hiring decision. This special corrective action is required under (41 CFR § 60-2.23 (b) (1)-(19)).

## Table of Contents

Preface.....	i
Table of Contents.....	ii-iii
<b>Countywide Utilization.....</b>	<b>1</b>
Officials and Administrators.....	2-3
Professionals.....	4-6
Technicians.....	7-8
Protective Services.....	9
Para-Professionals.....	10-11
Office/Clerical.....	12
Skilled Craft.....	13-14
Service Workers.....	15
<b>Department of Environmental Services.....</b>	<b>16</b>
Officials and Administrators.....	17
Professionals.....	18-19
Technicians.....	20
Protective Services.....	21
Para-Professionals.....	22
Office/Clerical.....	23
Skilled Craft.....	24-25
Service Workers.....	26
<b>Sheriff's Office.....</b>	<b>27</b>
Officials and Administrators.....	28
Professionals.....	29
Technicians.....	30
Protective Services.....	31
Para-Professionals.....	32
Office/Clerical.....	33
Service Workers.....	34
<b>Department of General Services.....</b>	<b>35</b>
Officials and Administrators.....	36
Professionals.....	37
Technicians.....	38
Para-Professionals.....	39
Office/Clerical.....	40
Service Workers.....	41
<b>Department of Justice Services.....</b>	<b>42</b>
Officials and Administrators.....	43
Professionals.....	44
Technicians.....	45
Para-Professionals.....	46
Office/Clerical.....	47
Service Workers.....	48
<b>Department of Human Services.....</b>	<b>49</b>
Officials and Administrators.....	50
Professionals.....	51-52
Technicians.....	53
Protective Services.....	54
Para-Professionals.....	55
Office/Clerical.....	56
Skilled Craft.....	57
Service Workers.....	58

<b>Nondepartmental</b> .....	59
Officials and Administrators.....	60
Professionals.....	61
(41 C.F.R. § 60-2.23).....	62
Text of Federal Law.....	63

Countywide

Number and Percentage

Full Time Employees by Classification  
as of June 17, 1988

COUNTYWIDE - OFFICIALS AND ADMINISTRATORS

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

M - Male  
F - Female  
T - Total

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

COUNTYWIDE - OFFICIALS AND ADMINISTRATORS

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

M - Male  
F - Female  
T - Total

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

COUNTYWIDE - PROFESSIONAL

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

M - Male  
F - Female  
T - Total

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

2564F/3

COUNTYWIDE - PROFESSIONAL

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

M - Male  
F - Female  
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES		
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	
Deputy County Counsel 3	5	1	6	4	1	5	1	0	1	0	0	0	0	0	0	0	0	0	0	1	0
	83.3	16.7	100.0	66.7	16.7	83.3	16.7		16.7											16.7	
Deputy County Counsel 4	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0															
Engineer Structural	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0															
Engineer Traffic	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0															
Facilities Coordin	3	0	3	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0															
Finance Specialist 1	5	5	10	4	4	8	0	1	1	0	0	0	0	0	0	1	0	1	1	1	
	50.0	50.0	100.0	40.0	40.0	80.0		10.0	10.0							10.0		10.0	10.0	10.0	
Finance Specialist 2	2	5	7	2	5	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	28.5	71.5	100.0	28.5	71.5	100.0															
Health Educator	1	4	5	1	4	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	20.0	80.0	100.0	20.0	80.0	100.0															
Housing Rehab Spec	2	0	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	100.0		100.0	100.0		100.0															
Juvenile Counselor	29	10	39	25	7	32	3	2	5	1	1	2	0	0	0	0	0	0	4	3	
	74.4	25.6	100.0	64.1	18.0	82.1	7.7	5.1	12.8	2.6	2.6	5.1							10.3	7.7	
Law Clerk	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	100.0		100.0	100.0		100.0															
Management Analyst	3	7	10	3	7	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	30.0	70.0	100.0	30.0	70.0	100.0															
Management Assistant	0	2	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		100.0	100.0		100.0	100.0															
Marriage & Family Couns.	3	2	5	3	2	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	60.0	40.0	100.0	60.0	40.0	100.0															
Medical Technologist	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		100.0	100.0		100.0	100.0															
Microbiologist	1	3	4	1	3	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	25.0	75.0	100.0	25.0	75.0	100.0															
Nurse Practitioner	3	20	23	3	19	22	0	1	1	0	0	0	0	0	0	0	0	0	0	1	
	13.0	87.0	100.0	13.0	82.6	95.7		4.3	4.3											4.3	

COUNTYWIDE - PROFESSIONAL

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

M - Male  
F - Female  
T - Total

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

COUNTYWIDE - TECHNICIANS

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

M - Male  
F - Female  
T - Total

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



COUNTYWIDE - PROTECTIVE SERVICES

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

M - Male  
F - Female  
T - Total

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

2564F/13

COUNTYWIDE - PARAPROFESSIONALS

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

M - Male  
F - Female  
T - Total

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

7564F/1

COUNTYWIDE - PARAPROFESSIONALS

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

M - Male  
F - Female  
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES		
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	
Election Coord Supr	0	2	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0															
Finance Technician	3	9	12	2	9	11	1	0	1	0	0	0	0	0	0	0	0	0	1	0	
	25.0	75.0	100.0	16.7	75.0	91.7	8.3		8.3										8.3		
Human Services Asst	1	2	3	1	2	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	33.3	66.7	100.0	33.3	66.7	100.0															
Human Services Tech	8	20	28	2	9	11	0	3	3	0	4	4	0	0	0	6	4	10	6	11	
	28.6	71.4	100.0	7.4	32.4	39.8		10.8	10.8		14.2	14.2				21.4	14.2	35.8	21.4	39.2	
Legal Assistant	0	12	12	0	12	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		100.0	100.0		100.0	100.0															
Mental Health Attend	3	1	4	3	1	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	60.0	40.0	100.0	60.0	40.0	100.0															
Personal Property Tax Coll	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
		100.0	100.0		100.0	100.0															
Program Coordinator	3	4	7	2	2	4	1	1	2	0	1	1	0	0	0	0	0	0	1	2	
	42.9	57.1	100.0	28.6	28.6	57.2	14.2	14.2	28.6		14.3	14.3							14.3	28.7	
Program Dev. Tech	1	3	4	1	3	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	25.0	75.0	100.0	25.0	75.0	100.0															
Total	62	161	223	49	138	187	4	13	17	1	6	7	1	0	1	7	4	11	13	23	
	27.8	72.2	100.0	22.0	61.9	83.9	1.8	5.8	7.6	0.4	2.7	3.1	0.4		0.4	3.1	3.1	4.9	5.8	10.3	



COUNTYWIDE - SKILLED CRAFT WORKERS

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

M - Male  
F - Female  
T - Total

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

2564F/9



COUNTYWIDE - SERVICE WORKERS

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

M - Male  
F - Female  
T - Total

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

Department of Environmental Services



DES - PROFESSIONAL

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

M - Male  
F - Female  
T - Total

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

2699F/2











## DES - SKILLED CRAFT

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

M - Male  
F - Female  
T - Total

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

2699F/8



DES - SERVICE WORKER

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

M - Male  
F - Female  
T - Total

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

Sheriff's Office

MCSO - OFFICIALS AND ADMINISTRATORS

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

M - Male  
F - Female  
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES		
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	
Program Supr	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0															
Operations Supr 2	0	2	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0															
Correct Couns Supr	2	2	4	2	1	3	0	1	1	0	0	0	0	0	0	0	0	0	0	0	1
	50.0	50.0	100.0	50.0	25.0	75.0		25.0	25.0												25.0
Program Manager 1	2	1	3	2	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	66.7	33.3	100.0	66.7	33.3	100.0															
Correct Prog Mgr 1	5	1	6	5	0	5	0	1	1	0	0	0	0	0	0	0	0	0	0	0	1
	83.3	16.7	100.0	83.3		83.3		16.7	16.7												16.7
Public Safety Mgr	9	0	9	9	0	9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0															
Correct Prog Mgr 2	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0															
Laundry Supr	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	100.0		100.0	100.0		100.0															
Sr Prog Dev Spec	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0															
Opr Supr 1	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0															
Total	21	8	29	21	6	27	0	2	2	0	0	0	0	0	0	0	0	0	0	0	2
	72.4	27.6	100.0	72.4	20.7	93.1		6.9	6.9												6.9

2699F/11







MCSO - PARAPROFESSIONAL

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

M - Male  
F - Female  
T - Total

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

2699F/15



MCSO - SERVICE WORKERS

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

M - Male  
 F - Female  
 T - Total

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

2699F/17

Department of General Services

DGS - OFFICIALS AND ADMINISTRATORS

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

M - Male  
F - Female  
T - Total

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

2699F/18

DGS - PROFESSIONALS

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

M - Male  
F - Female  
T - Total

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

DGS - TECHNICIANS

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

M - Male  
F - Female  
T - Total

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

2699F/20







Department of Justice Services













Department of Human Services

DHS - OFFICIALS AND ADMINISTRATORS

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

M - Male  
F - Female  
T - Total

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

2699F/30

DHS - PROFESSIONALS

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

M - Male  
F - Female  
T - Total

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

2699F/31







DHS - PARAPROFESSIONALS

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

M - Male  
F - Female  
T - Total

CLASSIFICATION	TOTAL EMPLOYEES			WHITE			BLACK			HISPANICS			AMERICAN INDIAN			ASIAN			TOTAL MINORITIES	
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F
Dental Asst/Recept	0	11	11	0	9	9	0	2	2	0	0	0	0	0	0	0	0	0	0	2
		100.0	100.0		81.8	81.8		18.2	18.2											18.2
Admin Asst	0	2	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Case Manager 1	2	12	14	1	11	12	0	1	1	1	0	1	0	0	0	0	0	0	1	1
	14.3	85.7	100.0	7.1	78.6	85.7		7.1	7.1	7.1		7.1							7.1	7.1
Case Manager 2	11	38	49	9	36	45	1	2	3	0	0	0	0	0	0	1	0	1	2	2
	22.4	77.6	100.0	18.4	73.5	91.8	2.0	4.1	6.1							2.0		2.0	4.1	4.1
Client Advocate	0	2	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Human Svc Asst	1	2	3	1	2	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	33.3	66.7	100.0	33.3	66.7	100.0														
Human Svc Tech	8	20	28	2	9	11	0	3	3	0	4	4	0	0	0	6	4	10	6	11
	28.6	71.4	100.0	7.1	23.1	39.2		10.7	10.7		14.3	14.3				21.4	14.3	35.7	21.4	39.3
Comm Svc Place Spec	1	0	1	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1	0
	100.0		100.0				100.0		100.0										100.0	
Finance Tech	1	2	3	0	2	2	1	0	1	0	0	0	0	0	0	0	0	0	1	0
	33.3	66.7	100.0		66.7	66.7	33.3		33.3										33.3	
Program Coord	1	3	4	0	1	1	1	1	2	0	1	1	0	0	0	0	0	0	1	2
	25.0	75.0	100.0		25.0	25.0	25.0	25.0	50.0		25.0	25.0							25.0	50.0
Comm Info Tech	1	3	4	1	2	3	0	0	0	0	1	1	0	0	0	0	0	0	0	1
	25.0	75.0	100.0	25.0	50.0	75.0					25.0	25.0								25.0
Program Dev Tech	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Comm Info Tech	3	1	4	3	1	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	75.0	25.0	100.0	75.0	25.0	100.0														
Admin Tech	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100.0	100.0		100.0	100.0														
Total	29	98	127	17	79	96	4	9	13	1	6	7	0	0	0	7	4	11	12	19
	22.8	77.2	100.0	13.4	62.2	75.6	3.2	7.1	10.2	0.8	4.7	5.5				5.5	3.2	8.7	9.4	15.0

2699F/35





DHS - SERVICE/MAINTENANCE

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

M - Male  
F - Female  
T - Total

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

2699F/38

Nondepartmental





(41 C.F.R. § 60-2.23)