

OCTOBER 17



# MULTNOMAH COUNTY OREGON

MULTNOMAH COUNTY HOME RULE CHARTER REVIEW COMMITTEE

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## MEMBERS

Florence Bancroft  
Tanya Collier  
Chad Debnam  
Marlene Johnsen  
Penny Kennedy  
Carol Kirchner, Vice-Chair  
Leeanne MacColl  
Roger Parsons  
Ann Porter  
Linda Rasmussen  
Rev. Frank Shields, Chair  
Paul Thalhofer  
John Vogl

## MINUTES

## STAFF

Robert J. Castagna,  
Project Manager  
Maribeth McGowan,  
Secretary

Public Meeting: October 17, 1983

Pursuant to notice by press release to newspapers of local circulation throughout Multnomah County and on the mailing list of the Committee and members of the Committee, a public meeting of the Multnomah County Home Rule Charter Review Committee was held at The Portland Building, Hearing Room C, 1120 SW 5th Avenue, Portland, Oregon. The meeting convened at 7:00 p.m.

Present were Chair Frank Shields and Committee members Tanya Collier, Chad Debnam, Marlene Johnsen, Penny Kennedy, Carol Kirchner, LeeAnne MacColl, Linda Rasmussen, Paul Thalhofer, and Florence Bancroft. Absent were Roger Parsons, Ann Porter, and John Vogl. Staff present were Robert Castagna and Maribeth McGowan.

The agenda included testimony from local government experts and futurists:

- Dr. Ronald Cease, Director of Public Administration Program, PSU; President, Metropolitan Citizens League
- Arnold Cogan, Cogan & Associates Planning Consultants
- Ned Look, Executive Director, The Oregon Community Foundation
- Joan English, former Acting Administrator, Washington County
- Harrison King, Portland Chamber of Commerce



Presentation by Ronald Cease:

Dr. Cease opened his presentation by making two general comments:

1. This Committee is a political body appointed to look at substantial issues and come up with something acceptable to the political arena and constituents of this county.
2. Such issues as an elected or appointed Sheriff and district-elected or at-large-elected Board of County Commissioners are of major importance.

Commenting further on the election of the Board of County Commissioners, Cease stated that there is no real answer to the problem. Going the district route would mean that each Commissioner would be closer to the public, while the at-large route would mean the people would have a larger view of the county and its affairs and not just the local area. Cease said that the current district election process is better because each Commissioner does not lose track of the public as he/she would if elected at-large. Cease indicated that a district election process is not without its problems.

Cease listed some major issues confronting this Committee:

1. Question of an election - whether to elect a Sheriff, Assessor, Court Clerk, and so forth
2. Question of whether a provision in change precludes the county from using a lobbyist
3. District versus at-large elections
4. The possibility of having Board of County Commissioners part-time instead of full-time

Cease further commented that Commissioners are not interested in nor do they spend time on long-term policy. The Board of County Commissioners is interested in day-to-day matters that are presumably administrative and are of concern to people, which means the Commissioners are interested in the same things as the County Executive.

Regarding fulltime/part-time of the members of the Board of County Commissioners, not the County Executive, questions are raised:

1. What do these Commissioners do?
2. How much does it cost - both in terms of salary to each Commissioner and the staff that each one has?
3. What really is their function and how do they relate to the County Executive and to the larger affairs of the county?



According to Cease, there is substantial public support for an elected Sheriff. Electing a Sheriff is a traditional part of the American experience. Cease feels that this Committee needs to wrestle very strongly with whether to elect a Sheriff or not. Cease added that if a change (from an elected Sheriff) is proposed, this Committee might "torpedo" the whole process. This is a political issue and a trade-off problem.

In Cease's opinion, the Assessor and the Supervisor of Elections should not be elected because these positions are really performing (and need to perform) a highly objective job.

Cease feels that prohibition against the use of a lobbyist does not make any sense and that this Committee may easily recommend to change this.

Regarding district or at-large elections, Cease commented that not everyone will be satisfied. He also stated that the issue of part-time Board of County Commissioners may not be worth the effort, but this Committee should agree to look into it.

In response to Carol Kirchner's question regarding the future of Multnomah County, Cease responded by citing the following:

1. The county is trying to divest itself of much of its urban function. Whether there is a new city or annexation (within the next couple of years) - in reference to a number of functions - the county will either be out of the urban function business or will be performing differently.
2. In two or three years the Sheriff's position, the people who work for the Sheriff, and the role the Sheriff's office plays will be somewhat different.
3. If there is a new city, the county's role in planning will change because either the new city will do that or the new city will contract it to the county.
4. Over the long haul, it is conceivable that there could be a regional government, which would include Multnomah, Washington, and Clackamas Counties, doing some things. Whether the county\*will change in overwhelming ways in reference to any sort of regional process is unknown. (\*Multnomah County)
5. There is a concern about what the long-term situation is for the Library, the Parks, Project Health, the whole arena of health, and some human service activities. If the difficult financial situation continues, there will be some substantial shifts in those functions.

Cease would like to see some aspects of the Library and Parks be operated on a regional basis.

Chad Debnam posed a question regarding job/role of the Board of



of County Commissioners: full-time or part-time.

Cease answered by saying that for a county this size, full-time is appropriate. However, considering what the Commissioners do, what their activity involvement is, and how they relate to the County Executive, some questions are raised. He feels that the Commissioners should spend more time than they do on long-term issues. The Commissioners seem to spend more time on short-time issues or administrative problems which, to a great extent, ought to be handled by the County Executive and by the departments that are on the executive side of the county.

Cease commented on the cost to run the Board of County Commissioners: about \$500,000.00 (that may be high). He suggested that this Committee look into the cost of running the Commission.

Debnam asked about this Committee's addressing reorganizing some priorities and changing some of the job descriptions.

Cease stated that as long as the Board of County Commissioners is elected by district, there is easier accessibility to each Commissioner than there is to the County Executive, who is elected at-large. Having a strong County Executive and somewhat of a centralized system may be desirable (although this runs counter to what a lot of people want).

Commenting on the issue of accessibility, Cease stated that the more centralized, the larger the election jurisdiction - the more there is a question of accessibility. The very fact for the district arrangement was to make each member of the Board of County Commissioners more accessible. The result is that the Commissioners do not frequently spend their time on long-term issues and they lose track of the larger county problems because they do not mesh with administrative or district sorts of detail. Occasionally, one will find counties or other parts of government where part of their officials are elected at-large and part elected by districts. The difficulty with that, according to Cease, is that two classes of citizens are created: one elected at-large is "better" than the one elected by district because of the larger constituency of the one elected at-large. Each has a different frame of reference.

Paul Thalhofer posed a question regarding abolishing the office of County Executive, having a full-time Commission, and having each Commissioner in charge of a particular department(s) such as the city of Portland.

Cease cited that having five "executives" who share the administrative responsibility is a poor form because no one is really in charge. The real questions are - how do you make that Executive accountable, what are the controls on the Executive, and what relationship do you try to build into the system in terms of the Executive and the legislature, in this case the Board of County Commissioners?



The action of electing a Sheriff and the other officials reduced somewhat the significance of the County Executive. The elected Sheriff does not only reduce the role, but the responsibility of the County Executive.

Thalhofer inquired about electing Commissioners county-wide, but requiring them to come from districts.

Cease stated that it is a possible compromise, which this Committee may want to review.

Presentation by Arnold Cogan:

In his prepared statement (see Exhibit A) Mr. Cogan suggested several questions this Committee pursue as it examines the present Charter and considers amendments.

Cogan presented several specific suggestions for consideration regarding:

1. Returning the recently elected officials to their appointed level,
2. Eliminating the prohibition of a paid lobbyist, and
3. Reconsidering the functions of full-time Board of County Commissioners.

Responding to Kirchner's question for clarification of annexation, Cogan said that he feels it may be worthwhile to explore changes in the Charter that might help "resolve" issues of annexation/consolidation/incorporation in east Multnomah County. This Committee might be able to facilitate the resolution of them.

Cogan cited the gas tax distribution by Multnomah County for maintenance of county roads as an example: How should the county distribute money is an issue the Charter does not deal with directly. The county, in its relationship with the incorporated places and special districts, could be improved by the kinds of changes that could occur in the Charter.

Responding to Debnam's question, Cogan stated that the original idea was that the Board of County Commissioners' concern was long-term policy. If the strict model of a legislative Commission and an executive department (lead by a County Executive) were followed, it should be able to work if that legislative body is given a structure in which it can make decisions.

Cogan suggested that this Committee contact the National Association of County Officials for valid examples of part-time and full-time Commissioners. He agrees with Multnomah County's having



full-time Commissioners - providing they have substantive assignments. Maybe for major sectors of concern one Commissioner could have Human Services, for example; another could have Public Works. Cogan does not think they should be involved in the administration of those departments - as it would be a serious mistake to mix the legislative and the executive functions. Cogan feels that the Commissioners should continue in their legislative capacity and the difference between full- and part-time ought to depend on how large a workload and what kind of substantive assignments they have been given.

Cogan thinks the County Executive must have the authority and responsibility for running the executive branch of county government. He also feels that it would be a serious mistake to put the Board of County Commissioners in a competitive position where they have responsibility directly over departments. He thinks there ought to be a clear-cut separation. Cogan further stated that the Board of County Commissioners could be structured so that they have oversight responsibilities collectively for the policies of the county as a whole and individually have responsibility for a specific sector of county government, Public Works, Human Resources, and so forth.

Thalhofer asked if the city of Portland Commissioners' being in charge of bureaus is working.

Cogan replied by stating that he does not favor it as a form of government. He thinks it confuses the roles and responsibilities of those members of the City Council - one day legislators making policy and passing budgets, and another day administering departments. Cogan cited that it is basically an inherent conflict of interest. He feels that the public ultimately is short-changed in that type of governmental structure. In Cogan's judgment, the most efficient, most effective form of local government is separate branches. The principle is that the Commissioners - full-time or part-time - ought to be separate from the County Executive. In the long run that will produce fewer conflicts, better decisions and better management of the government than the type of structure in the city of Portland.

In response to LEEANNE MacColl's question, Cogan cited that part-time Commissioners is difficult - there is a "lot" of part-time. In a county of this magnitude, \*full-time with substantive assignments. He would not be opposed to a three-person Commission. Again, he suggested that this Committee write to the National Association of Counties.  
(\*they should be)

Responding to Debnam's question concerning the Sheriff's role as a police agency and how this Committee can ensure this role, Cogan stated that the question is do we have a proficient manager of police activities or a proficient manager of police activities who also happens to be a politician? Sometimes these may be in conflict.

Putting the election of the Sheriff aside, Cogan sees the Sheriff in the same light as he sees the Director of Human Services or the



Director of Public Works or other functions at the top level of administration in Multnomah County.

In order to attract good people - whatever the department - we must have the following, according to Cogan:

- stable government
- a public that is supportive
- sufficient funds to go with the requirements of the job
- authority and responsibility
- spirit of fair play between the Board of County Commissioners and the County Executive and Department Head (e.g., the Sheriff).

In his answer to Kirchner's question, Cogan stated that it would not be a bad move to have a Sheriff who is not elected report directly to the County Executive.

Cogan had no other suggestions regarding mandating the role of the Sheriff.

#### Presentation by Edward (Ned) Look:

Mr. Look provided a handout (see Exhibit B) which covered an historical background, county boundaries, elected county officers, non-partisan officers, paid lobbyist, lame duck limitation, and the compensation of elected officials (an independent salary commission).

Look commented that he agrees with the testimony of Dr. Cease and of Mr. Cogan.

Responding to Thalhofer's question, Look stated that we should elect good officials and then make them responsible for the appointments they make. The fewer people we elect, the better we get to know them, the more visible they are, and the more open they are - the better chance of attracting more qualified people.

Also in response to a Thalhofer question, Look stated that he would like to see county lines redrawn, but he is not sure where these lines should be. (Counties are Multnomah, Washington, Clackamas.) Look went on to say that with more efficient regional government, the voters/citizens would have more direct access to it than they have to the present form of local government. They do not know who is really governing them now. Look mentioned that Don Clark's three-tier government has a lot of potential.

In response to Kirchner's question regarding city/county consolidation, Look said that it is a good first step which should be updated during the next two years and the recommendations of this Committee can be a catalyst.



Presentation by Joan English:

Ms. English stated in her opening remarks that she would be giving opinions as a former official of Washington County and that she is in favor of the council/manager form of government.

English's presentation focused on the following points which pertain to the Multnomah County Charter:

1. Five-member Board of County Commissioners is better than three:
    - Three-member Board is not as broad-based in representation
    - There is either a 2 to 1 coalition or one in the middle arbitrating, and
    - Sometimes there is a quorum problem.
  2. At-large election of Commissioners is better than district because there is less parochialism and disagreements.
- Regarding full-time versus part-time: if possible, have part-time but in fact Commissioners are not working part-time. In a large urban area it is impossible to have part-time Commissioners.
2. Having an appointed administrator clearly separates what is policy and what is administration.
  3. The county government should not have any other elected officials. Looking at public safety issues, most of the decisions are budget ones made by the Board of County Commissioners, not by an elected Sheriff or District Attorney.
  4. If there is an appointed County Executive, an elected Auditor is not needed. Having an elected person second-guesses the County Executive and the Board of County Commissioners, which is not productive.
  5. Having the Board of County Commissioners' salaries approved by voters is not good. A politically astute county Administrator would appoint wisely for Board approval.
  6. Having a county official file for another office is equal to a resignation. If the voters do not like the official, they can vote him/her out in the next election.
  7. Civil Service provisions are generally good. The provision regarding revenue bonds requiring a vote of the people makes them not quite revenue bonds and is not the way to do it if one wants revenue bonds.



8. Precluding a paid lobbyist is essentially wrong.

English concluded her statements by suggesting that this Committee, in its review of the Charter, should give the county Charter more stability.

Thalhofer commented about the elected Sheriff's campaign contributions being favors and, therefore, a problem - and asked if every elected official has that same problem.

English's response was that a public safety official has that problem more than other officials do. (The criminal area is more sensitive.)

Responding to Kirchner's question regarding a county-appointed Administrator and no elected Auditor, English said that each official is appointed to administer that government as well as possible in terms of efficiency and effectiveness. She would prefer to have the resources herself - as an administrator - to look into the county department which is not doing a good job. If the Administrator is held accountable, he/she should have those resources to make (county) government look as good as possible.

In response to a Kirchner question regarding an elected County Executive, English commented that whether the Executive is elected or appointed - he is to do his job. English stated that when she left Washington County in August 1983, there was no Charter Review Advisory Commission in that county.

Thalhofer asked about electing County Commissioners county-wide and requiring them to live in districts and English said that she has no strong objections to this.

In her response to Thalhofer's question regarding whether the Commissioners in Washington County have prescribed duties, for example, over-seeing departments, English said there is no particular liason to each of the departments.

#### Presentation by Harrison King:

Mr. King's recommendations to this Committee are listed in his written statement. (See Exhibit C)

Frank Shields asked about the retroactive element.

King replied by stating that the citizens wanted it. He said to at least take it from the first day forward and that this retroactive provision is not a good idea. The quality of the job is important and King does not agree to having an eight-year term limit.

King, in response to Tanya Collier's question regarding the boundaries of commissioner district being set by the Secretary of State,



stated that he proposes having an independent, outside official set the boundaries rather than an inside official. According to King, there is the possibility of gerrymandering. It is the job of an outside source like the Secretary of State to set boundaries.

King stated that he does not think the Portland Chamber of Commerce would oppose a salary commission to set the salaries of the Board of County Commissioners.

King cited, in response to Shields' question, that at the time Ballot Measure #6 passed there was more of a desire on the part of the citizens to speak out. There had been a disillusionment with government at that time (1982). It was a result of a particular irritation with government.

King advised that the ballot measures should be kept simple so the public can understand them. If the public does not understand that which is stated in a ballot measure, the tendency is to say "no".

Shields stated that legislation may have passed during this session prohibiting the "shopping list" type of ballot measure.

Florence Bancroft posed a question regarding the Commissioners living in a district and being elected at-large.

King stated that the Chamber of Commerce supported it in an attempt to answer the public's cry for more responsive government at the time. He thinks that if the Commissioners are elected at-large it is pretty hard for them to be defeated - there is a much better chance of staying in office when a Commissioner is elected at-large rather than by district. People are more cognizant of what their representative does.

In response to Thalhoffer's question regarding the Commissioners lobbying in the legislature to fill up their spare time during the legislative session, King stated that part of a lobbyist's job is to get to know the legislature - and this takes years. He does not think a Commissioner would be effective as a lobbyist.

Shields asked about having ballot measures in a May election.

King stated that it would be a good idea not to have so many issues on one ballot and to spread ballot measures out a little bit. King noted that if there is to be an election in May, various interest groups should be given adequate time to look at the issues.

#### Public Testimony:

Louis Turnage, 18144 SE Pine, Portland, OR.

Mr. Turnage commented on Ballot Measure 3 and the fact that responsible government officials will lower taxes. He stated that



taxes in the unincorporated area are up 6% per year. Mr. Turnage feels that the public does not have needed information on administrators' names and that they do not have resumes of these administrators.

Bob Goldstein, 4119 SW Fairvale Drive, Portland, OR

Mr. Goldstein stated that he will review all the testimony of tonight's meeting and submit a written report to this Committee at a later date. He said that he found objections to the various proposals made.

Patricia Hoffert, 9032 N. Mohawk, Portland, OR

Ms. Hoffert read from and commented on Operation Breakthrough, 1970. She commented that what was done to her city jurisdiction was a disaster to the city.

#### Committee Business:

Collier moved to approve the minutes of the October 5th meeting.

Bancroft seconded this motion.

The motion passed unanimously.

#### Work Session in January 1984:

A discussion ensued.

Collier made the motion to meet on Saturday, January 7, 1984 for this Committee's work session.

Debnam seconded this motion.

Shields added that the work session will start early and end late.

The motion passed with a vote of seven (7) ayes and two (2) nays of all those Committee members present. The nay votes were from Linda Rasmussen and Florence Bancroft.

#### Project Manager's Report:

1. Rhea Kessler's memo regarding the District Court Clerk position: A good faith effort has been made by Robert Castagna to provide the requested items.
2. Castagna's discussion with the Budget Analyst: With 75% of the year remaining there is 84% of the budget remaining.



Shields appointed Chad Debnam and Penny Kennedy to the Auditor's Subcommittee. Tanya Collier was appointed Vice-Chair.

The meeting adjourned at approximately 10:20 p.m.

Respectly submitted,

*Maribeth McGowan*

Maribeth McGowan  
Secretary

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Maribeth McGowan





TESTIMONY OF EDWARD H. LOOK  
BEFORE THE MULTNOMAH COUNTY CHARTER REVISION COMMISSION  
OCTOBER 17, 1983

Mr. Chairman, members of the Commission, I wish to express my appreciation for this opportunity to give you my views on improvements that I believe should be presented to the voters by way of amendments to the Multnomah County Charter. I do not represent any organization. My testimony is not motivated by special interest or unique political ideology. My testimony is intended to be, and I believe in fact is, views presented by a concerned citizen interested solely in improving the structure of government in our community towards the end of improving the quality of life in our area.

HISTORICAL BACKGROUND

In order to evaluate and improve the structure of government in our community in 1983, and in particular Multnomah County government, it is necessary to view the county government in Oregon in an historical perspective. County government was created in this state and in this part of the country in excess of a century ago as a political subdivision of the state government for the purpose of delivering governmental services to an essentially rural area supported by an agricultural economy. The county government was granted limited authority in areas particularly specified by the state legislature. Cities, which in the early years of statehood were chartered by the



legislature, were granted home rule powers in 1906. It was not until the rapid urbanization of rural areas adjoining cities, which occurred after World War II, that the counties were given the power to adopt home rule charters. The constitutional amendment authorizing home rule county charters was adopted in 1958. Multnomah County's home rule charter was first adopted in 1966. There have been many major revisions, mostly by initiative, beginning in the mid-1970's. Today, the Multnomah County Home Rule Charter is an uncoordinated hodge-podge of political views, many of which are ambiguously stated, which provides for eleven elected nonpartisan officials. One of those officials has no duties, several of them have nonpolitical, administrative or professional responsibilities. The Board of County Commissioners has the legislative, or policy-making, and budgetary responsibilities carried out by five commissioners, elected from single-member districts. The County Executive, whom one might conclude "runs the county", has only the power to recommend a budget and carry out the policies of the Commission in areas not assigned to other elected officials. He does have veto authority and a responsibility of employing and discharging appointed county officials, but probably only in the areas not assigned to other elected officials.

All of this has created confusion, ambiguity, uncertainty and a notable lack of assignment of responsibility and authority for carrying out specific government functions. A government created to build and maintain farm-to-market roads,



operate a rural police department, run a poor farm, and provide support for a state justice system is now expected, with this ungainly structure, to provide a sophisticated and expensive health care system for the indigent, operate an enormously expensive and relatively unsuccessful corrections system, support an urban police department, support an urban library, and operate an expensive road and bridge system with the proceeds of a statewide sales tax on gasoline.

The need for improvement in the structure designed for delivery of government services in the Portland urban area is obvious and imperative. This Commission cannot accomplish all of the things that need to be accomplished. The need for incorporation or annexation of the mid-county urbanized area is obvious, but beyond the responsibility and authority of this Commission. The expansion and funding for regional metropolitan government is also obvious and also beyond the authority and responsibility of this Commission. It is your responsibility to improve the Multnomah County Home Rule Charter, but I would caution you not to take your eye off of the ultimate goal of regional metropolitan government for the urban Portland area.

#### COUNTY BOUNDARIES

The demographics of Multnomah County do not exhibit much commonality of interest among the citizens in the various areas of the County. A major part of the population of the County lives inside cities and requires and enjoys and pays for municipal-level services. A significant portion of the



population lives in an unincorporated, urbanized area requiring and generally enjoying, but not paying for, urban level municipal services. Those services (mainly police) are provided by all of the taxpayers of the County, including the city taxpayers, or by segmented, uncoordinated and inefficient special service districts. A third portion of the County population resides in a rural setting, with much more in common with adjoining rural counties than with the metropolitan urban population. Although not a proposed change in the Multnomah County Home Rule Charter, I urge this Commission to include in its report the recommendation to the political leadership of the County that a study be made of changing the County boundaries by State legislation which would move the agricultural, rural areas in the west (Sauvie Island) to Columbia County and the rural, agricultural areas in the east (Corbett area) to Hood River County. These areas are essentially agricultural and rural and require and need county government which would be most efficiently provided by the adjoining counties. It is unlikely that the areas will, in the foreseeable future, become urban areas. The balance of the County, principally urbanized areas, probably should be the responsibility of a single metropolitan area government.

#### ELECTED COUNTY OFFICERS

The County has eleven elected officials. Four of these elected positions were created by Charter initiative in 1982. The District Court Clerk has no responsibilities, but does have



an assigned, voter-approved salary. That salary is presently the subject of litigation in the Circuit Court. That office clearly should be abolished. The responsibility for clerical support of the State court system was transferred to the State of Oregon by the 1981 Legislative Assembly. It is absurd to have an elected District Court Clerk with no duties in the County. The same is true, to a lesser extent, of the County Clerk. Presently the Commissioners have assigned the responsibility of Elections Director to the "County Clerk". That is an administrative responsibility with very limited policy-making authority. The electoral process should be used for the selection of officials with a broad policy-making responsibility and authority. The number of elected officials should be kept to a minimum to prevent the problem of voters going to the polls, with the duty to vote on a large number of minor officials, without the information on which to form a valid judgment. A large number of elected officials diffuses the responsibility, confuses the voters at election time, and does not add significantly to the responsiveness of government to its citizenry. The County Clerk, or Elections Director, should be appointed. The same is true of the assessor for the same reasons. The Sheriff should be an experienced, qualified police commander. No one has ever, to my knowledge, seriously suggested city police chiefs be elected. The Sheriff has some limited policy-making authority, but the real policy of the County must be, and is, exercised by the Board of County Commissioners. The Sheriff should be an



appointed official. State law requires that the financial affairs of the County be audited annually. This is accomplished in Multnomah County by the employment of a professional, private, certified public accounting firm. The elected County Auditor is given vague responsibilities concerning financial affairs and "audit" of the administrative offices of the County. Ann Feeney, the current county auditor, has made recommendations to you concerning the clarification of the those responsibilities and authorities. Those responsibilities should either be clarified or the office abolished. It simply makes no sense to have an elected County Auditor, which the public reasonably assumes is keeping track of the financial affairs of the County, when State law requires that the financial affairs of the County be audited, pursuant to State law, by an outside auditor.

The County Executive is perceived by the public as the elected County manager. As a matter of law, he presently has no authority over police and corrections and very limited policy-making authority. He recommends the budget only and does not have a line item veto. He can veto only ordinances. In order for the County Executive to comply with the public's perception of his responsibilities, he should have authority over all administrative departments of government in the County, as well as line item budget veto authority. If this Commission is unwilling to present that concept to the voters, then the office should be made appointive so that the Board of County Commissioners could employ a professional administrator to carry



out policies adopted by the Board pursuant to the Board's adopted budget.

The Board of County Commissioners, since 1979, has been elected in single-member districts. Each Commissioner is presumably more responsive to the views expressed by the citizens in his or her district than he or she is to the views of citizens of the County expressed by residents in other districts. The political reality is that east County has one representative, and the rest of the County has four. It requires a majority of three to adopt policy or budgets in the County. It is my view that it is in the best interests of the County to revert to the at-large election of County Commissioners. This would have the effect of minimizing the opportunity for "single issue" politics, requiring all commissioners to be responsible to and represent the whole County. Also, it would facilitate the future restructuring of City-County government in that both governments would have the same form of representation.

#### NONPARTISAN OFFICERS

All of the Multnomah County elected officials are presently elected on a nonpartisan basis. I have heard valid arguments on both sides of this issue. I personally prefer nonpartisan officials in County government. My reasons are twofold: First, I would prefer to see persons become candidates for County offices who are committed to serve in local government as a part of their professional career rather than candidates who may wish to use County offices as a stepping stone to higher



State or federal office. Second, I see in the future some form of merger of City and County government. City government is now nonpartisan. Partisan County government might very well hinder or even prevent that necessary merger.

#### PAID LOBBYIST

The 1982 amendments (Ballot Measure #6) to the Charter prohibit the employment of a paid lobbyist. Approximately one-third of the total operating funds of the County government come from State and Federal sources. The conduct of the Oregon State Legislature dramatically affects the County government each legislative session. Prohibition against a paid lobbyist makes no sense whatsoever in the world of real politics. It should be repealed.

#### LAME DUCK LIMITATION

The same 1982 amendments placed an eight-year limitation on all elected officials in Multnomah County. The question continues to be unresolved whether that limitation applies to a single office or applies to any office. That ambiguity needs clarification if that provision is to remain in the Charter. However, I urge its repeal. It is difficult enough to attract qualified, experienced people into local politics in Oregon today without such a career-stifling limitation. In addition, the second one-half of the eight-year term would be spent with the full knowledge that votes and actions taken would not be the subject of a political campaign and election decision at the next general election. The



prohibition against mid-term filing has the same crippling effect on attracting qualified, competent career political candidates and should be repealed.

The prohibition against persons appointed to fill vacancies in elected office has a negative effect on attracting qualified persons who may wish to serve for a longer period than the balance of the term to which they were appointed. That prohibition should likewise be repealed.

#### COMPENSATION OF ELECTED OFFICIALS

Ballot Measure 6 required that the compensation of all elected officials in the County be fixed by registered voters at a primary or general election only. While this provision may discourage the expenditure of moneys for what might be considered excessive salaries, it is more likely to result over the years in inadequate salaries being paid to political officeholders in the County. The objection to the previous method of fixing the compensation of elected officials by the Board of County Commissioners in the budget process may very well have been valid. I would recommend that an independent salary commission be established for the purpose of recommending, at budget time, salaries for all elected officials and possibly some of the high-ranking appointed officials. Paying inadequate wages is not a wise way to save money.



CONCLUSION

These are my views on improvements that I believe can be made in County government by amendments to the Home Rule Charter. I wish, however, to re-emphasize that it is my view that a single, regional, metropolitan general service government is the long-range solution to local government in the urbanized metropolitan area. I urge you not to propose changes in the existing County government that would frustrate that long-range goal.

Thank you for your patience and attention. I would be most pleased to respond to any questions that you may have.

Edward H. Look  
1703 S.W. Myrtle Street  
Portland, Oregon 97201



STATEMENT OF THE  
PORTLAND CHAMBER OF COMMERCE

to the

Multnomah County Home Rule Charter Review Committee

Presented By: Harrison King, Manager  
Governmental Affairs Department

Monday, October 17, 1983

My name is Harrison King, Manager, Governmental Affairs Department of the Portland Chamber of Commerce, 824 S.W. 5th Avenue, Portland, Oregon.

The Portland Chamber of Commerce has a long history of being active and heard on proposed changes to the Multnomah County Home Rule Charter.

In 1978, the Chamber offered some fourteen recommendations to the Charter Review Committee. We instigated the formation of a political committee to help pass the Charter Review Committee's ballot measure on November 7, 1978.

In 1982, we opposed the changes embodied in Ballot Measure #6, in the May Primary.



First, we would urge that the changes made in 1982, be reversed. The elective offices of Sheriff, County Clerk, District Court Clerk, and County Assessor are primarily administrative positions. The administrative qualification is more important to a good functioning government than the political ability to get elected.

The requirement that salaries be set by a vote of the people can be very disruptive. What happens when the people vote the proposed salary down? Is it reasonable to expect that the elected officials will wait for the next primary, or general election to then see if they are to be paid? We believe salaries should be set by the Board of County Commissioners.

Limiting an elected official to eight years and precluding the official from running for higher office, do not reward the person who has done a good job. These requirements serve as a disincentive to good people who desire a career in public service, and who may wish to try for higher office.

The prohibition of the County hiring a paid lobbyist should be lifted. The County Executive and County Commissioners simply do not have the time to handle this function.

In addition to the above, the Chamber is on record in support of the following points, not the least of which is that County elective



offices should remain non-partisan.

1. The executive and legislative functions of Multnomah County should be separated.
2. The Chief Executive Officer should be elected at large and represent the County as its chief political officer.
3. The Chief Executive Officer should be elected for a term of four years. The number of terms he may serve should not be limited.
4. The Chief Executive Officer should be given the veto power over County Board of Commissioners actions subject to a 4/5 override by the Board of Commissioners.
5. If the office of Chief Executive Officer should become vacant, the vacancy should be filled by special election as soon as feasible. The President of the Board of Commissioners would serve in the capacity of the Chief Executive Officer until the election has filled the vacancy.
6. County elective offices should be non-partisan.
7. The Board of County Commissioners should number five.
8. County Commissioners should be elected on a district basis



and they should be required to live in the district they would represent.

9. County Commissioners should be elected for a term of four years with terms staggered.
10. The position of County Commissioner should be full-time.
11. The Board of County Commissioners each year should elect one of their members to serve as President of the Board.
12. If a vacancy on the Board should occur, the President of the Board shall select five candidates from the vacant district, from which the remaining three commissioners shall select the commissioner to fill the vacancy until the next general election at which a commissioner can be elected to fill the vacancy.
13. The Board of County Commissioners should set the salaries of all county elected officials.
14. The boundaries of commissioner district should be set by the Secretary of State.

Thank you for your consideration.



# COGAN & ASSOCIATES

Consultants in Planning and Public Affairs

Statement Before the  
Multnomah County Charter Review Committee

By Arnold Cogan

October 17, 1983

About a year from now we will cast our ballots for president of the United States as well as numerous state and local officials. Among the usual long list of ballot issues, we probably will consider amendments to our Multnomah County charter. They will be the product of your committee, prepared after much study and deliberation. As a citizen I commend your willingness to volunteer the time and energy necessary to carry out this important work. As a frequent participant, observer and student of government, I don't envy the difficult tasks ahead of you.

I'm reminded of what Woody Allen once said when he was asked the difference between ignorance and apathy: "I don't know and I don't care".

He also added that, "more than any other time in history, mankind faces a crossroads. One path leads to despair and utter hopelessness, the other to total extinction. Let us pray we have the wisdom to choose correctly".



There may be times that you will be faced with this same kind of dilemma where it will seem that nothing can be done and everything is impossible. But I am confident you will rise above that discouraging level.

It is politically popular these days to say we should "get government off our backs", as if governmental activity is a problem and not part of the solution. I disagree. I believe strongly that government is -- for some, a last hope -- for many, the only hope -- and for most of us, the best hope for leading us out of the malaise we find ourselves in today.

County government, in particular, has been criticized as being an anachronism, specifically in an urban area such as Multnomah County. Some say it should be disbanded because it serves no useful purpose. Again, I disagree -- and suggest that you have an opportunity and challenge to reshape our Multnomah County government to meet the challenges of the last decade of this century.

I would like to suggest several questions you pursue as you examine our present charter and consider amendments.

- What services should the county continue and which can or should be transferred to other units of government? How can we do the latter without jeopardizing the quality of the programs?



- What forms of cooperation and types of institutional arrangements should be forged with other units of regional, municipal and special district government to provide services the county alone cannot perform alone?
- How can we instill a spirit of collaboration between Multnomah County and other units of government about those issues which transcend county or municipal boundaries?
- Which county officials should be elected and which appointed?
- What changes in the charter can help resolve the annexation/consolidation/incorporation issues of east Multnomah County?

In making your judgements I think you should be aware that a recent poll of residents in the metropolitan region showed that 54% favored consolidation of local governments in Multnomah County. In other words, they favor fewer special districts and fewer cities.

Finally, I have several specific suggestions for you to consider:

- Return to their appointed level the recently created elected positions of county clerk, district court clerk, assessor and sheriff. All but the sheriff are purely administrative functions, as you know. In regard to the latter, I think we have to ask ourselves why it is important to elect our sheriff and not the police chief of the City of Portland, who oversees similar fuctions.



- Secondly, I suggest you eliminate the ridiculous prohibition on employing a paid lobbyist which was another charter change approved last year. Multnomah County needs strong representation at the legislature and this restriction shortchanges us all.
- I suggest further that we reconsider the functions of fulltime county commissioners. We either should make the positions parttime or give them substantive assignments.

I think Abba Eden, international diplomat from Israel said it well, "Government does the right thing after it has tried everything else". I think we have tried a few things in Multnomah County that obviously don't work and some that do. I hope that you will review these carefully and create a new path to excellence. Help us all to re-establish our faith in the basic premise that Multnomah County government can meet the challenges of this urban area.

Thank you.





# MULTNOMAH COUNTY OREGON

MULTNOMAH COUNTY HOME RULE CHARTER REVIEW COMMITTEE

3RD FLOOR, FORD BUILDING  
2505 S.E. 11TH AVENUE  
PORTLAND, OREGON 97202  
(503) 248-5018

## MEMBERS

Florence Bancroft  
Tanya Collier  
Chad Debnam  
Marlene Johnsen  
Penny Kennedy  
Carol Kirchner, Vice-Chair  
Leeanne MacColl  
Roger Parsons  
Ann Porter  
Linda Rasmussen  
Rev. Frank Shields, Chair  
Paul Thalhofer  
John Vogl

## STAFF

Robert J. Castagna,  
Project Manager  
Maribeth McGowan,  
Secretary

October 17, 1983

To: Rhea Kessler  
Assistant County Counsel

From: Robert J. Castagna, Project Manager  
Charter Review Committee

Date: October 17, 1983

Subject: Buchanan, et al. v. Wood

In response to your memo of 9/27/83, a review of our minutes has produced the following documents in which the District Court Clerk position is mentioned:

1. Minutes of August 31, 1983.
2. Minutes of September 7, 1983.
3. Proposed Hearing Schedule of September 15, 1983 and Preliminary Work Plan.
4. Minutes of September 28, 1983.
5. Minutes of October 5, 1983, including Mr. Wood's testimony before the committee.

The committee regularly tapes its meetings. However, due to inaccurate information supplied to the committee staff on the proper operating procedure used on the tape recorders in the Portland Building, the committee's meetings do not have a completely audible set of tapes to accompany each meeting. The difficulty was discovered, and correction made in taping procedures effective with the committee meeting of October 5, 1983. The public is able to listen to what recordings we do have by requesting them from the committee staff.

In the committee files and records there may be references to the District Court Clerk position which did not come to our attention in our search through the minutes. There may be references to the District Court Clerk position on the tapes, which references may not have been included in the minutes of that meeting.

I trust that this good faith effort on our part to supply the requested materials will be sufficient to comply with the Request for Production in connection with the pending County suit.





# MULTNOMAH COUNTY OREGON

DEPARTMENT OF GENERAL SERVICES  
COUNTY COUNSEL SECTION  
SUITE 1400  
1120 S.W. FIFTH AVENUE  
PORTLAND, OREGON 97204  
(503) 248-3138

DENNIS BUCHANAN  
COUNTY EXECUTIVE

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

COUNTY COUNSEL

JOHN B. LEAHY

CHIEF ASSISTANT

LAURENCE KRESSEL

ASSISTANTS

PAUL G. MACKEY

DENISE FRANCIS

JANET NOELLE MAIR

RUDOLPH S. WESTERBAND

RHEA W. KESSLER

TO: Robert Castagna  
Home Rule Charter Review Commission

FROM: *RK* Rhea Kessler  
Assistant County Counsel

DATE: September 27, 1983

SUBJECT: Buchanan, et al. v. Wood

Please let me know if you have any written or recorded materials regarding the following:

1. creation of the position of District Court Clerk;
2. appointment and election of District Court Clerk;
3. funding and withholding of funds for Daniel Wood's position;
4. establishment of salary, payment of salary or decision to withhold salary of District Court Clerk.

Mr. Wood has filed a Request for Production in connection with the pending County suit.

RK:jdm

Enclosure



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John Vogl

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Project Manager  
Maribeth McGowan,  
Secretary

## PUBLIC MEETING NOTICES

October 11, 1983

Monday, October 17, 1983

7:00 P.M.

The Portland Building  
Hearing Room C  
1120 S.W. 5th Avenue  
Portland, Oregon 97204

## Agenda

### Local Government Experts and Futurists

Dr. Ronald Cease, Director of Public Administration  
Program, PSU; President, Metropolitan Citizens  
League

Arnold Cogan, Cogan & Associates Planning Consultants

Ned Look, Executive Director, The Oregon Community  
Foundation

Joan English, former Acting Administrator, Washington  
County

Harrison King, Portland Chamber of Commerce

### Committee Business

Approval of Minutes

Discussion of Committee Work Session in January

Project Manager's Report

Additional Business

(OVER)



Wednesday, October 26, 1983

7:00 P.M.

Peninsula Senior Center

7508 N. Hereford

Portland, Oregon 97203

503-289-8208

GENERAL PUBLIC HEARING

Charter Review Committee  
2505 S.E. 11th Avenue  
Portland, Oregon 97202



# MULTNOMAH COUNTY OREGON

MULTNOMAH COUNTY HOME RULE CHARTER REVIEW COMMITTEE

3RD FLOOR, FORD BUILDING  
2505 S.E. 11TH AVENUE  
PORTLAND, OREGON 97202  
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Robert J. Castagna,  
Project Manager  
Maribeth McGowan,  
Secretary

October 17, 1983

To: Members of "Auditor's Office" Subcommittee,  
Charter Review Committee (Tanya, Chad, Penny,  
Marlene and John)

From: Carol Kirchner, Chair of Subcommittee

To help us with direction for our subcommittee's  
work, the following is offered as a scope of work plan.

I would greatly appreciate your comments so we can all  
work from the same understanding.

## Initial Focus of Hearings

Using Anne Kelley Feeney's recommendations as a basis for  
discussion, invite testimony to focus on her recommendations.  
However, any other issues may also be raised by those testifying and,  
of course, committee members.

## List of People to Invite

Attached is Anne's suggested list. I would add Jewel Lansing,  
Steve Schell, Chair of Jewel's Advisory Committee, and Hank Miggins,  
CIA & Deputy Auditor in Anne's office. Please indicate additions  
or deletions. Tanya, of course, serves on Jewel's advisory committee,  
so she will be extremely helpful in this regard.

## Structure of Hearings

There will be invited and public testimony at each hearing.  
Allow for committee discussion at end of each hearing.



2.

### Concluding Sessions

Committee work sessions (and additional testimony, if needed) to develop recommendations to the full Committee.

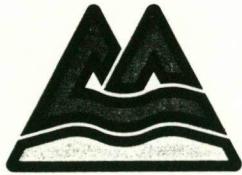
### Scheduling

In order to coordinate with the current meeting schedule, I would like to propose that the first hearing be held in conjunction with the next full committee meeting in the Portland Building on Wednesday, November 2. We would meet from either 2:30-5:30 p.m. or 3:00-6:00 p.m., take a dinner break and then meet at 7:00 p.m.

Please let me or Bob know your reactions to this plan. It is meant only to be a starting point for discussion. Thanks for your willingness to add another committee to your busy schedules.

cc: Frank Shields





ANNE KELLY FEENEY

COUNTY AUDITOR  
ROOM 136, COUNTY COURTHOUSE  
PORTLAND, OREGON 97204  
(503) 248-3320

## MULTNOMAH COUNTY OREGON

---

October 4, 1983

Carol Kirchner, Chair  
Subcommittee on Auditor's Office  
Multnomah County Home Rule Charter Committee  
4598A S.W. Caldew  
Portland, Oregon 97219

Dear Carol:

The following individuals will be very valuable as information sources for your decisions related to the County Auditor's office:

Alan Percell  
Washington County Auditor  
Administration Building, Rm 408  
150 North 1st Avenue  
Hillsboro, Oregon 97123

Tom Dennehy  
Citizen Activist  
16421 N.E. Holladay St.  
Portland, Oregon 97230

Phil Bogue  
Assistant to President  
University Relations  
Portland State University  
P.O. Box #751  
Portland, Oregon 97207

Doug Egan, Director  
Department of Business  
Lewis & Clark College  
1511 N.E. Staanton  
Portland, Oregon 97212

Alexis Dow, Senior Audit Mgr.  
Price Waterhouse  
101 S.W. Main  
Portland, Oregon 907204

Dennis West, Director  
of Finance  
Port of Portland  
P. O. Box #3529  
Portland, Oregon 97208

Chuck Halliman  
Chief of Corporate Audit  
Evans Products  
1121 S.W. Salmon  
Portland, Oregon 97205

Kathy Peasley, Comptroller  
Port of Portland  
P. O. Box #3539  
Portland, Oregon 97208

Dick Rocci  
720 N.E. Flanders  
Portland, Oregon 97232

Elaine Cogan  
Cogan and Associates  
71 S.W. Oak  
Portland, Oregon 97204

Glen Otto, Representative  
East County  
23680 N.E. Shannon Ct.  
Troutdale, Oregon 97060



Carol Kirchner - - Page 2

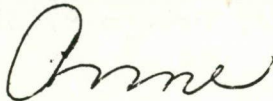
October 4, 1983

Several of these individuals are on my Citizen Advisory Committee. I encourage you also to invite members from Jewel Lansing's Citizen Advisory Committee, because these individuals have the most exposure to exactly what the audit function is in local government.

Others in the community that have some valuable opinions about the Auditor's function are included in the above list and would be a very valuable resource.

If I can be of further help in any way, please let me know.

Sincerely



Anne Kelly Feeney  
Multnomah County Auditor

AKF:bj





# MULTNOMAH COUNTY OREGON

MULTNOMAH COUNTY HOME RULE CHARTER REVIEW COMMITTEE

3RD FLOOR, FORD BUILDING  
2505 S.E. 11TH AVENUE  
PORTLAND, OREGON 97202  
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John Vogl

## STAFF

Robert J. Castagna,  
Project Manager  
Maribeth McGowan,  
Secretary

October 17, 1983

To: Members of "Auditor's Office" Subcommittee,  
Charter Review Committee (Tanya, Chad, Penny,  
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From: Carol Kirchner, Chair of Subcommittee

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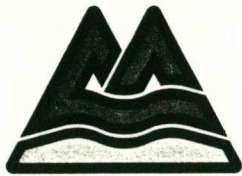
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cc: Frank Shields





ANNE KELLY FEENEY

COUNTY AUDITOR  
ROOM 136, COUNTY COURTHOUSE  
PORTLAND, OREGON 97204  
(503) 248-3320

## MULTNOMAH COUNTY OREGON

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October 4, 1983

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Subcommittee on Auditor's Office  
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Carol Kirchner - - Page 2

October 4, 1983

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Anne Kelly Feeney  
Multnomah County Auditor

AKF:bj



# MULTNOMAH COUNTY OREGON

MULTNOMAH COUNTY HOME RULE CHARTER REVIEW COMMITTEE

3RD FLOOR, FORD BUILDING  
2505 S.E. 11TH AVENUE  
PORTLAND, OREGON 97202  
(503) 248-5018

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Paul Thalhofer  
John Vogl

October 12, 1983

STAFF

Robert J. Castagna,  
Project Manager  
Maribeth McGowan,  
Secretary

TO: COMMITTEE MEMBERS

FROM: ROBERT J. CASTAGNA

RE: ENCLOSED MATERIALS

Enclosed you will find the material for the October 17, 1983 meeting.

Please be sure to bring this material with you to this meeting.

1. Minutes of the October 5, 1983 meeting
2. Public Meeting Notices regarding the October 17 and October 26 meetings and the Agenda for the October 17 meeting.

We look forward to seeing you on Monday, October 17th at 7:00 p.m. in Hearing Room C of The Portland Building.

Local government experts and futurist will be testifying before the Committee.





# MULTNOMAH COUNTY OREGON

MULTNOMAH COUNTY HOME RULE CHARTER REVIEW COMMITTEE

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## PUBLIC MEETING NOTICES

October 11, 1983

Monday, October 17, 1983

7:00 P.M.

The Portland Building  
Hearing Room C  
1120 S.W. 5th Avenue  
Portland, Oregon 97204

## Agenda

### Local Government Experts and Futurists

Dr. Ronald Cease, Director of Public Administration  
Program, PSU; President, Metropolitan Citizens  
League

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Ned Look, Executive Director, The Oregon Community  
Foundation

Joan English, former Acting Administrator, Washington  
County

Harrison King, Portland Chamber of Commerce

### Committee Business

Approval of Minutes

Discussion of Committee Work Session in January

Project Manager's Report

Additional Business

(OVER)

Wednesday, October 26, 1983

7:00 P.M.

Peninsula Senior Center

7508 N. Hereford

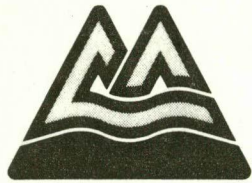
Portland, Oregon 97203

503-289-8208

GENERAL PUBLIC HEARING

Charter Review Committee  
2505 S.E. 11th Avenue  
Portland, Oregon 97202





# MULTNOMAH COUNTY OREGON

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## PUBLIC MEETING NOTICES

October 11, 1983

Monday, October 17, 1983

7:00 P.M.

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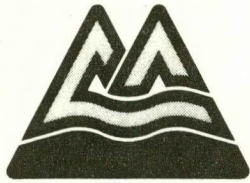
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Portland, Oregon 97203

503-289-8208

GENERAL PUBLIC HEARING

Charter Review Committee  
2505 S.E. 11th Avenue  
Portland, Oregon 97202





# MULTNOMAH COUNTY OREGON

MULTNOMAH COUNTY HOME RULE CHARTER REVIEW COMMITTEE

3RD FLOOR, FORD BUILDING  
2505 S.E. 11TH AVENUE  
PORTLAND, OREGON 97202  
(503) 248-5018

## MEMBERS

Florence Bancroft  
Tanya Collier  
Chad Debnam  
Marlene Johnsen  
Penny Kennedy  
Carol Kirchner, Vice-Chair  
Leeanne MacColl  
Roger Parsons  
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Paul Thalhofer  
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## STAFF

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Project Manager  
Maribeth McGowan,  
Secretary

## PUBLIC MEETING NOTICES

October 11, 1983

Monday, October 17, 1983

7:00 P.M.

The Portland Building  
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## Agenda

### Local Government Experts and Futurists

Dr. Ronald Cease, Director of Public Administration  
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League

Arnold Cogan, Cogan & Associates Planning Consultants

Ned Look, Executive Director, The Oregon Community  
Foundation

Joan English, former Acting Administrator, Washington  
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Harrison King, Portland Chamber of Commerce

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Additional Business

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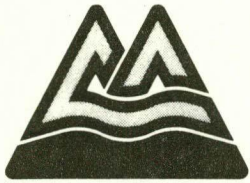
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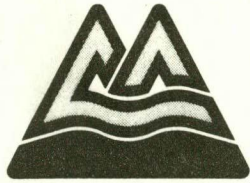
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GENERAL PUBLIC HEARING

Charter Review Committee  
2505 S.E. 11th Avenue  
Portland, Oregon 97202





# MULTNOMAH COUNTY OREGON

MULTNOMAH COUNTY HOME RULE CHARTER REVIEW COMMITTEE

3RD FLOOR, FORD BUILDING  
2505 S.E. 11TH AVENUE  
PORTLAND, OREGON 97202  
(503) 248-5018

## MEMBERS

Florence Bancroft  
Tanya Collier  
Chad Debnam  
Marlene Johnsen  
Penny Kennedy  
Carol Kirchner, Vice-Chair  
Leeanne MacColl  
Roger Parsons  
Ann Porter  
Linda Rasmussen  
Rev. Frank Shields, Chair  
Paul Thalhofer  
John Vogl

## STAFF

Robert J. Castagna,  
Project Manager  
Maribeth McGowan,  
Secretary

## PUBLIC MEETING NOTICES

October 11, 1983

Monday, October 17, 1983

7:00 P.M.

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## Agenda

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League

Arnold Cogan, Cogan & Associates Planning Consultants

Ned Look, Executive Director, The Oregon Community  
Foundation

Joan English, former Acting Administrator, Washington  
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Harrison King, Portland Chamber of Commerce

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(OVER)

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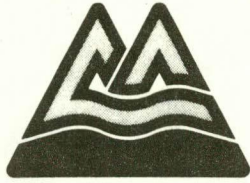
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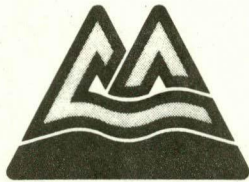
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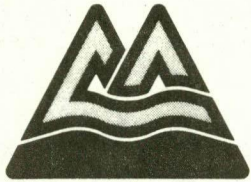
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# IMPORTANT MESSAGE

FOR Bob C  
 DATE 10-07-83 TIME 1/30 A.M.  
P.M.  
 M Mildred Ball-  
 OF \_\_\_\_\_  
 PHONE 771-9151  
AREA CODE NUMBER EXTENSION

TELEPHONED	<input checked="" type="checkbox"/>	PLEASE CALL	<input checked="" type="checkbox"/>
CAME TO SEE YOU	<input type="checkbox"/>	WILL CALL AGAIN	<input checked="" type="checkbox"/>
WANTS TO SEE YOU	<input type="checkbox"/>	RUSH	<input type="checkbox"/>
RETURNED YOUR CALL	<input type="checkbox"/>	SPECIAL ATTENTION	<input type="checkbox"/>

MESSAGE should be elected  
to ~~2 terms~~ a  
maximum of 8 years.  
Read about Committee  
in paper - wants to submit  
comment to committee  
 SIGNED Ma