

MINUTES
MULTNOMAH COUNTY BOARD OF COMMISSIONERS
AUGUST 21, 1990 MEETING

Chair Gladys McCoy convened the meeting at 9:00 a.m., with Vice-Chair Gretchen Kafoury, Commissioners Pauline Anderson and Sharron Kelley present, and Commissioner Rick Bauman absent.

Planning Director Lorna Stickel explained that one of the industrial revenue bonds before the Board today concerns a project within Gresham and the other two concern projects within Portland.

In response to a question of Commissioner Anderson as to how it is determined that this particular financing is necessary for expansion or location, Ms. Stickel suggested those determinations are made prior to coming before the Board.

Jon Gustafson, Project Coordinator for the Portland Development Commission, reported that the State of Oregon conducts an in depth analysis of the company's condition to assure that tax resources are not given up arbitrarily and easily and to assure the bonds will hold up to Internal Revenue Service audit requirements.

In response to a question of Commissioner Anderson, Mr. Gustafson advised the County is being asked to approve that these are good economic development activities from the standpoint of land use and public policy issues of employment.

In response to a question of Vice-Chair Kafoury, Mr. Gustafson reported the State assures that all requirements of the bonds and any first source agreements are in the package before the bonds are approved for sale, and that the State monitors them for compliance during the life of the bonds.

In response to a question of Commissioner Kelley, concerning proposal figures relating to the number of new jobs in relation to the amount of payroll increases, Cliff Porter, Financial Officer for Teeny Foods, reported the present entry level wage is around \$5.00 per hour and the company expects the expansion will increase benefits to all its employees.

In response to a question of Commissioner Kelley, Mr. Gustafson advised that compliance is encumbant upon the State, and the State receives reports and follows performance of the bond program and reports to appropriate State officials and Congress. Mr. Gustafson reported that the authority for local governments to issue revenue bonds sunsets the end of September unless Congress extends the program and that Congress is in the process of reviewing the program to determine whether counties, cities and states are making good use of it in terms of jobs and wages.

Ms. Stickel advised Commissioner Kelley that she believes the figures in the Teeny Foods proposal can be read as being incremental and suggested that adding 20 to 30 employees as a result of the expansion would result in an increase of \$725,000 to their payroll over a three 3 year period. Commissioner Kelley concurred.

1. RESOLUTION in the Matter of Issuance of an Industrial Development Revenue Bond State of Oregon to Teeny Foods Corporation (RB 1-90a)

UPON MOTION of Commissioner Kafoury, seconded by Commissioner Anderson, Resolution 90-123 was UNANIMOUSLY APPROVED.

2. RESOLUTION in the Matter of Issuance of an Industrial Development Revenue Bond State of Oregon to United States Bakery (RB 2-90)

UPON MOTION of Commissioner Anderson, seconded by Commissioner Kafoury, Resolution 90-124 was UNANIMOUSLY APPROVED.

3. RESOLUTION in the Matter of Issuance of an Industrial Development Revenue Bond State of Oregon to Microporus Technology, Inc. (RB 3-90)

UPON MOTION of Commissioner Anderson, seconded by Commissioner Kafoury, Resolution 90-125 was UNANIMOUSLY APPROVED.

Ms. Stickel advised the Board that a staff presentation on the West Hills logging issue and an update on the Wildlife Corridor Study has been scheduled for August 28, 1990.

There being no further business, the meeting was adjourned at 9:15 a.m.

OFFICE OF THE BOARD CLERK
for MULTNOMAH COUNTY, OREGON

By

Deborah Crothers



MULTNOMAH COUNTY OREGON

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

GLADYS McCOY • CHAIR • 248-3308
PAULINE ANDERSON • DISTRICT 1 • 248-5220
GRETCHEN KAFOURY • DISTRICT 2 • 248-5219
RICK BAUMAN • DISTRICT 3 • 248-5217
SHARRON KELLEY • DISTRICT 4 • 248-5213
CLERK'S OFFICE • 248-3277

AGENDA

MEETINGS OF THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS

FOR THE WEEK OF

AUGUST 20 - 24, 1990

Tuesday, August 21, 1990 - 9:00 AM - Planning Items. . . . Page 2
Tuesday, August 21, 1990 - 9:30 AM - Informal Briefing . . Page 2
Tuesday, August 21, 1990 - 1:30 PM - Informal Briefings. . Page 2
Tuesday, August 21, 1990 - 2:00 PM - Work Session. . . . Page 2
Tuesday, August 21, 1990 - 3:00 PM - Informal Briefing . . Page 3
Thursday, August 23, 1990 - 9:30 AM - Formal Meeting . . . Page 3

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

Thursday, 10:00 PM, Channel 11 for East and West side subscribers
Friday, 6:00 PM, Channel 27 for Paragon Cable (Multnomah East) subscribers
Saturday 12:00 PM, Channel 21 for East Portland and East County subscribers

Tuesday, August 21, 1990 - 9:00 AM

Multnomah County Courthouse, Room 602

PLANNING ITEMS

1. RESOLUTION in the Matter of Issuance of an Industrial Development Revenue Bond State of Oregon to Teeny Foods Corporation (RB 1-90a)
 2. RESOLUTION in the Matter of Issuance of an Industrial Development Revenue Bond State of Oregon to United States Bakery (RB 2-90)
 3. RESOLUTION in the Matter of Issuance of an Industrial Development Revenue Bond State of Oregon to United States Bakery (RB 3-90)
-

Tuesday, August 21, 1990 - 9:30 AM

Multnomah County Courthouse, Room 602

INFORMAL BRIEFING

4. Annual Executive Management Report. Presented by Chair Gladys McCoy and County Department Managers
-

Tuesday, August 21, 1990 - 1:30 PM

Multnomah County Courthouse, Room 602

INFORMAL BRIEFINGS

5. 207th Interchange Draft Environmental Impact Statement. Presented by Scott Pemble, Dave Simpson and Jeanette Kloos
 6. Informal Review of Formal Agenda of August 23, 1990
-

Tuesday, August 21, 1990 - 2:00 PM

Multnomah County Courthouse, Room 602

WORK SESSION

7. Discussion of Options Concerning Construction of Three New Courtrooms and Related Improvements in the Downtown Courthouse and Renovation of the Portland Building for Occupancy by the District Attorney (Continued from August 14, 1990)

Tuesday, August 21, 1990 - 3:00 PM

Multnomah County Courthouse, Room 602

INFORMAL BRIEFING

8. Briefing on the Rockwood Community Restoration Project.
Presented by Norm Monroe, Sheriff Robert Skipper, Arthur
Knori (Time Certain - 3:00 PM)
-

Thursday, August 23, 1990 - 9:30 AM

Multnomah County Courthouse, Room 602

FORMAL MEETING

CONSENT CALENDAR

DEPARTMENT OF HUMAN SERVICES

HEALTH SERVICES AND SOCIAL SERVICES DIVISIONS

- C-1 Ratification of an Intergovernmental Agreement Between the
Oregon State Department of Agriculture and Multnomah County
to Reimburse County for Control of Noxious Weeds Through
the Use of Herbicides, Biological Controls and Cultural
Practices
- C-2 Ratification of Amendment No. 1 to the Intergovernmental
Agreement Between Multnomah County and University Hospital
of the Oregon Health Sciences University Amending the Rate
Schedule for Diagnosis and Evaluation Services Within the
Social Services Division, Developmental Disabilities Program

REGULAR AGENDA

DEPARTMENT OF HUMAN SERVICES

AGING SERVICES AND JUVENILE JUSTICE DIVISIONS

- R-1 Budget Modification DHS #2 Adds New Mental Health Revenue
of \$1,005 and Transfers of \$24,000 Mental Health Revenue
from Aging Services to Social Services Division

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-2 Ratification of an Intergovernmental Agreement Between the
Association of Oregon Counties and Multnomah County to
Facilitate the Purchase, Installation and Use of a Computer
System to Implement an Integrated County Road Information
System

0702C/35-37/dr
8/16/90



MULTNOMAH COUNTY OREGON

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ROOM 605, COUNTY COURTHOUSE
1021 S.W. FOURTH AVENUE
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Tuesday, August 21, 1990 - 9:00 AM

Multnomah County Courthouse, Room 602

PLANNING ITEM

1. RESOLUTION in the Matter of Issuance of an Industrial Development Revenue Bond State of Oregon to Teeny Foods Corporation (RB 1-90a)

RESOLUTION 90-123 APPROVED.



MULTNOMAH COUNTY OREGON

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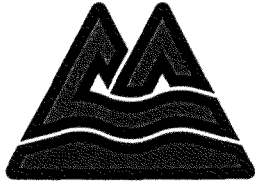
Tuesday, August 21, 1990 - 9:00 AM

Multnomah County Courthouse, Room 602

PLANNING ITEM

2. RESOLUTION in the Matter of Issuance of an Industrial Development Revenue Bond State of Oregon to United States Bakery (RB 2-90)

RESOLUTION 90-124 APPROVED.



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Tuesday, August 21, 1990 - 9:00 AM

Multnomah County Courthouse, Room 602

PLANNING ITEM

3. RESOLUTION in the Matter of Issuance of an Industrial Development Revenue Bond State of Oregon to United States Bakery (RB 3-90)

RESOLUTION 90-125 APPROVED.

**BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR THE COUNTY OF MULTNOMAH**

In the Matter of Issuance of)
an Industrial Development)
Revenue Bond State of Oregon)
to Teeny Foods Corporation) RB 1-90a

RESOLUTION

90-123

WHEREAS, The Multnomah County Board of Commissioners finds that the aquisition of additional equipment by Teeny Foods Corporation would foster the economic growth and legislative policy as set forth in ORS 280.310; and

WHEREAS, The City of Gresham has found that the project is in compliance with the City of Gresham Comprehensive Plan acknowledged by the Land Conservation and Development Commission pursuant to ORS Chapter 197; and

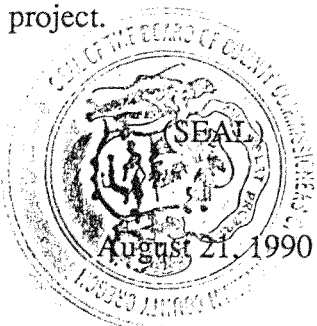
WHEREAS, The Board finds that the project complies with the provisions of Chapter 11.08 of the Multnomah County Code; and

WHEREAS, ORS 280.330 requires, before the issuance of revenue bonds by the State of Oregon, that the governing body of the County endorse the project; and

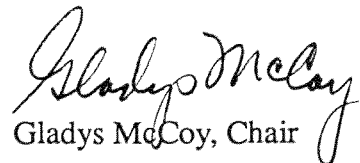
WHEREAS, The Board finds that the completion of this facility within the City of Gresham would be in the best interests of the citizens of Multnomah County.

THEREFORE, IT IS HEREBY RESOLVED:

1. That Multnomah County requests the Economic Development Commission and the State of Oregon to assist in the financing of the Teeny Foods Corporation project within Multnomah County through the issuance of revenue bonds secured by the improvements as provided by ORS 280.310 to ORS 280.397.
2. That the Chairperson of the Multnomah County Board of Commissioners be authorized to sign and act for the Board in any future action necessary by Multnomah County to promote the project.



**BOARD OF COUNTY COMMISSIONERS
MULTNOMAH COUNTY, OREGON**


Gladys McCoy, Chair

REVIEWED:
LAURENCE KRESSEL, County Counsel
for Multnomah County, Oregon

By 
Assistant County Counsel

**BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR THE COUNTY OF MULTNOMAH**

In the Matter of Issuance of)
an Industrial Development)
Revenue Bond State of Oregon)
to United States Bakery) RB 2-90

RESOLUTION

90-124

WHEREAS, The Multnomah County Board of Commissioners finds that the aquisition of additional equipment by United States Bakery would foster the economic growth and legislative policy as set forth in ORS 280.310; and

WHEREAS, The City of Portland has found that the project is in compliance with the City of Portland Comprehensive Plan acknowledged by the Land Conservation and Development Commission pursuant to ORS Chapter 197; and

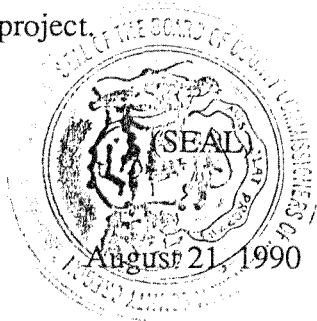
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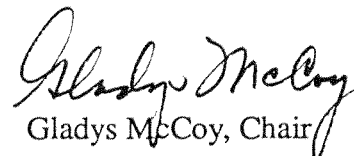
WHEREAS, The Board finds that the completion of this facility within the City of Portland would be in the best interests of the citizens of Multnomah County.

THEREFORE, IT IS HEREBY RESOLVED:

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2. That the Chairperson of the Multnomah County Board of Commissioners be authorized to sign and act for the Board in any future action necessary by Multnomah County to promote the project.



BOARD OF COUNTY COMMISSIONERS
MULTNOMAH COUNTY, OREGON


Gladys McCoy, Chair

REVIEWED:
LAURENCE KRESSEL, County Counsel
for Multnomah County, Oregon

By 
Assistant County Counsel

**BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR THE COUNTY OF MULTNOMAH**

In the Matter of Issuance of)
an Industrial Development)
Revenue Bond State of Oregon)
to Microporus Technology,) RB 3-90
Inc.)

RESOLUTION

90-125

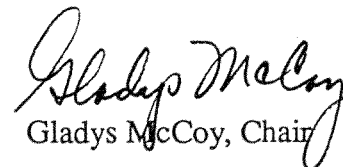
- WHEREAS,** The Multnomah County Board of Commissioners finds that the aquisition of additional equipment by Microporus Technology, Inc. would foster the economic growth and legislative policy as set forth in ORS 280.310; and
- WHEREAS,** The City of Portland has found that the project is in compliance with the City of Portland Comprehensive Plan acknowledged by the Land Conservation and Development Commission pursuant to ORS Chapter 197; and
- WHEREAS,** The Board finds that the project complies with the provisions of Chapter 11.08 of the Multnomah County Code; and
- WHEREAS,** ORS 280.330 requires, before the issuance of revenue bonds by the State of Oregon, that the governing body of the County endorse the project; and
- WHEREAS,** The Board finds that the completion of this facility within the City of Portland would be in the best interests of the citizens of Multnomah County.

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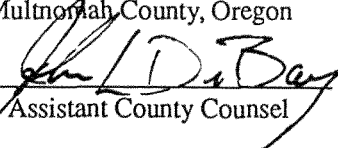
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2. That the Chairperson of the Multnomah County Board of Commissioners be authorized to sign and act for the Board in any future action necessary by Multnomah County to promote the project.



BOARD OF COUNTY COMMISSIONERS
MULTNOMAH COUNTY, OREGON


Gladys McCoy, Chair

REVIEWED:
LAURENCE KRESSEL, County Counsel
for Multnomah County, Oregon

By 
Assistant County Counsel

PDC

PORTLAND

DEVELOPMENT

COMMISSION

Jon O. Gustafson
Project Coordinator

1120 S.W. Fifth Avenue • Portland, Oregon 97204
(503) 796-5319 • Fax (503) 796-5392

Date 8/21/90

NAME _____

ADDRESS _____

Street

City

Zip

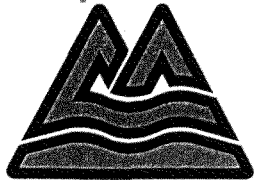
I wish to speak on Agenda Item # _____
Subject _____

✓ FOR

____ AGAINST

REVENUE
BOND
ISSUES

PLEASE WRITE LEGIBLY!



AUG 21 1990
#1-3

MULTNOMAH COUNTY OREGON

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

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CLERK'S OFFICE • 248-3277

BOARD OF COUNTY COMMISSIONERS

Tuesday, August 21, 1990

9:00 a.m., Room 602

A G E N D A

RB 1-90a Oregon Economic Development Revenue Bond

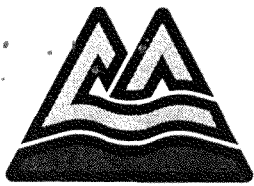
Issuance of an Oregon Economic Development Revenue Bond to Teeny Foods, 8005 SE Stark Street, for a proposed location at Portland Airport International Center. The purpose of the Revenue Bond is for the purchase of equipment that will allow for an expansion in production.

RB 2-90 Oregon Economic Development Revenue Bond

Issuance of an Oregon Economic Development Revenue Bond to United States Bakery, 340 NE 11th Avenue, for a proposed location on the western half of the two blocks bounded by NE 10th and NE 11th Avenues, NE Davis and NE Flanders Streets. This project will relocate and expand current shipping and transport loading facilities to a newly constructed building. Equipment for a new bread production line will be purchased and installed in the existing shipping space.

RB 3-90 Oregon Economic Development Revenue Bond

Issuance of an Oregon Economic Development Revenue Bond to Microporous Technologies, 19241 Superior, Northridge, California, for a proposed location at 703 North Russell Street. Proceeds of the bonds will be used solely for the purchase of land and equipment used for the production of porous recycled-plastic hose and related products



MULTNOMAH COUNTY OREGON

DEPARTMENT OF ENVIRONMENTAL SERVICES
DIVISION OF PLANNING
AND DEVELOPMENT
2115 S.E. MORRISON STREET
PORTLAND, OREGON 97214
(503) 248-3043

BOARD OF COUNTY COMMISSIONERS
GLADYS McCOY • CHAIR OF THE BOARD
PAULINE ANDERSON • DISTRICT 1 COMMISSIONER
GRETCHEN KAFOURY • DISTRICT 2 COMMISSIONER
RICK BAUMAN • DISTRICT 3 COMMISSIONER
SHARRON KELLEY • DISTRICT 4 COMMISSIONER

August 13, 1990

To: Board of County Commissioners

From: Bob Hall
Division of Planning and Development

Re: RB 1-90a

Enclosed are the materials relating to RB 1-90a.

As you know, MCC 11.08.250 requires the Board to make the following findings when considering State of Oregon Economic Development Revenue Bond projects:

- (A) An application shall comply with:
 - (1) The Comprehensive Land Use Plan (or Statewide Planning Goals if the plan has not been acknowledged by LCDRC), the Economic Development Plan, and plan implementation ordinances of the unit of government having jurisdiction over the site in question; and
 - (2) Multnomah County's Equal Employment Opportunity as indicated in MCC 11.08.255.
- (B) An applicant must assert, in writing, the Economic Development Revenue Bond Financing is necessary for expansion or location in the County at this time (*i.e.*, without such financing, the project would not be undertaken).

This packet contains:

- The application for Oregon Economic Development Revenue Bonds by Teeny Foods Corporation for property within the City of Gresham;
- A letter from Jonathan Harker, Gresham Community & Economic Development, indicating the project complies with MCC 11.08.250(A)(1);
- An Equal Employment Opportunity Agreement signed by Rick Teeny, Teeny Foods Corporation and a completed MC-DES 1 as required by MCC 11.08.250(A)(2);
- A statement of necessity from Teeny Foods Corporation as required by MCC 11.08.250(B); and
- A proposed resolution for Board action.

The Planning Staff finds that this material satisfies the criteria of MCC 11.08.250 for Board approval of an Economic Development Bond and recommends adoption of the resolution.

**BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR THE COUNTY OF MULTNOMAH**

In the Matter of Issuance of)
an Industrial Development)
Revenue Bond State of Oregon)
to Teeny Foods Corporation) RB 1-90a

RESOLUTION

- WHEREAS,** The Multnomah County Board of Commissioners finds that the aquisition of additional equipment by Teeny Foods Corporation would foster the economic growth and legislative policy as set forth in ORS 280.310; and
- WHEREAS,** The City of Gresham has found that the project is in compliance with the City of Gresham Comprehensive Plan acknowledged by the Land Conservation and Development Commission pursuant to ORS Chapter 197; and
- WHEREAS,** The Board finds that the project complies with the provisions of Chapter 11.08 of the Multnomah County Code; and
- WHEREAS,** ORS 280.330 requires, before the issuance of revenue bonds by the State of Oregon, that the governing body of the County endorse the project; and
- WHEREAS,** The Board finds that the completion of this facility within the City of Gresham would be in the best interests of the citizens of Multnomah County.

THEREFORE, IT IS HEREBY RESOLVED:

1. That Multnomah County requests the Economic Development Commission and the State of Oregon to assist in the financing of the Teeny Foods Corporation project within Multnomah County through the issuance of revenue bonds secured by the improvements as provided by ORS 280.310 to ORS 280.397.
2. That the Chairperson of the Multnomah County Board of Commissioners be authorized to sign and act for the Board in any future action necessary by Multnomah County to promote the project.

(SEAL)

BOARD OF COUNTY COMMISSIONERS
MULTNOMAH COUNTY, OREGON

August 21, 1990

Gladys McCoy, Chair

REVIEWED:
LAURENCE KRESSEL, County Counsel
for Multnomah County, Oregon

By _____
Assistant County Counsel

APPLICATION FOR OREGON
ECONOMIC DEVELOPMENT REVENUE BONDS

Certain information requested on the application form may be included in the navy blue business plan included with this application. References in this application are to those items located in the business plan, and are not duplicated in this application. CONFIDENTIALITY IS REQUESTED FOR ALL FINANCIAL INFORMATION, BOTH PERSONAL AND CORPORATE. Please return the business plan portion of this application to Teeny Foods.

I. COMPANY INFORMATION

A. Teeny Foods Corporation
8005 SE Stark Street
Portland, Oregon 97215
(503) 252-3006
FAX (503) 254-3004

Federal ID#93-0517515
SIC Code: 2051

B. Headquarters, manufacturing and offices at the above location.

C. Teeny Foods is a privately held Oregon corporation.

D. CEO, Rick Teeny, President

E. No other locations

F. Company is not listed on securities exchange.

G. Corporate Officers:
Rick Teeny, President
Parry Teeny, Executive Vice President

H. Stockholders:
Rick Teeny 19808 NE Wasco, Portland, OR 97230
Parry Teeny 2012 SE 87th, Portland, OR 97216
Sam Teeny 1210 SE 179th, Portland, OR 97233

I. Financial Statements in business plan notebook
Section VII, beginning p. 25.

2. Personal Financial statements for Rick and Parry
Teeny are attached.

J. Business History and involvements included in Sections I-
III, beginning p. 1.

II. PROJECT INFORMATION

A. Proposed location: Portland Airport International Center

B. Detailed timeline and expansion plans in Section VI
p. 18-21.

Projected start up date: June 1990

Equipment must be ordered 6 months in advance. Certain parts of the project will be phased in over a 6 month period. The complete infrastructure and one complete system line will be installed and the second production line and certain secondary components will be added after 6 months. Projected completion will be August of 1990.

C. Proposed equipment, cost, and manufacturers see Equipment Expenditures and Manufacturers, Section IX. Descriptions of equipment follow the Equipment Expenditure outlays sheet. The proposed building layout is included in this equipment section. Though the proposed building will be built according to our specific needs a lease rather than a purchase will be involved.

D. Currently products being manufactured at the present facility are regular Pocket Breads, Teeny Pockets and 1 type of pizza skins. The completion of this project will expand our market considerably to include efficient production of the 3 products mentioned above as well as pan pizza skin production, laminated bread and pizza products, frozen pocket bread dough balls, custom flour and ingredients blending, fresh topped pizzas, and frozen topped pizzas. Achieving production of a vast variety of our current two main lines (pocket bread and pizza skins) will help Teeny Foods expand marketing possibilities on a tremendous scale.

Production at the present facility is at an absolute maximum in order to produce for our current accounts. These current accounts include Fred Meyers, Safeway, Oroweat, Associated Food Service, Papa Aldos, Edible Technologies, and Oregon Freeze Dry. Each new account captured means a sizable jump in production and sales. Accounts for potential sales are numerous and represent large chunk of their respective markets. Increased production capability and efficiency are vital in producing orders for existing and new customers.

Ingredients blending alone represents a large jump in sales and we have worked out a financial analysis for that business unit on its own. The potential account for this product will begin ordering as soon as this segment of the operation is running.

E. Bond Proceeds:

Bond proceeds will be used for equipment purchases only. See Equipment Expenditures Section IX.

Total Bond Issue:

\$2.6 million

F. The market for our products is strictly on the wholesale level. Ultimately the products will be purchased for the consumer market i.e. groceries, restaurants, and vending machines, however sales will be to wholesalers for national and international distribution.

At this time the primary market area is localized in the Pacific Northwest, new accounts currently coming on line are selling products nationally, and internationally. The international market at this time is concentrated in the Pacific Rim area, although potential new accounts such as Pizza Hut have widespread international distribution.

G. Economic Impact:

The expected economic impact will constitute a significant increase in jobs both direct and indirect. These will include many in the distribution and transportation sections of the local economy. Potential nationwide and overseas market participation will also become sizable as the company proceeds with this project.

Additional business may result in licensing and joint ventures of equipment technology on a global basis.

III. LABOR FORCE

A. Number of total employees currently employed at Teeny Foods: 55.

B. Number of employees currently employed at the site of the proposed project: 0.

C. Number of additional employees to be hired for the project: 20-30

D. Number of employees to be hired in each labor category at proposed project: 3-8 Management
12-27 Industrial/Assembly

E. No significant labor requirements.

F. Most training will be on the job.

G. This proposed project is both a relocation and expansion. The current facility is not economically feasible and is located in a residential and commercial area. Expansion at the present location is not reasonable or possible, and should be moved to an industrial area to allow for efficient production and room for growth. The present labor force should not be affected by the relocation. Drive times to and from work will continue to be reasonable and will remain within the boundaries of the Portland area.

IV. PROJECTED PAYROLL AND PROFITS

A. Increase in payroll:

Year 1: \$100,000

Year 2: \$250,000

Year 3: \$375,000

B. Profits: See Financial Analysis Section VIII.

C. No local government expenditures for public services should be required.



CITY OF GRESHAM

Community & Economic Development Department
Building & Planning Division
1333 N.W. Eastman Parkway
Gresham, OR 97030-3813
(503) 661-3000

August 10, 1990

Economic Development Commission
121 S.W. Salmon Suite 300
Portland, OR 97204
ATTN: Barrett MacDougall

RE: Teeny Foods Bakery Development at Lots 3 & Part of Lot 2
of Banfield Corporate Park, Map #2748

Dear Mr. MacDougall:

The City of Gresham is currently in the process of a design review for an approximately 52,000 square foot bakery facility at the above referenced site. [City file number 90-106-DR/LL.]

The site has a Plan Map Designation of Business Park (BP) District. The BP District is found in the Standards Document of the City of Gresham's Community Development Plan. The Gresham Community Development Plan was acknowledged in 1980 and updated in 1988.

A manufacturing and processing use such as the proposed bakery facility is a permitted use in the BP District and would be consistent with the Economic Development policy of the Policies document of the Community Development Plan.

The development is subject to completion of the design review process, meeting any conditions of approval and obtaining appropriate building permits and inspections.

Please feel free to contact me if I can be of any further assistance.

Sincerely,

Jonathan Harker
Community Planner
669-2502

cc: Bob Hall, Multnomah County Planning & Zoning Department



MULTNOMAH COUNTY OREGON

DIVISION OF PLANNING AND DEVELOPMENT
2115 S.E. MORRISON
PORTLAND, OREGON 97214
(503) 248-3591

DONALD E. CLARK
COUNTY EXECUTIVE

EQUAL EMPLOYMENT OPPORTUNITY AGREEMENT

The applicant agrees that in consideration of the issuance of Oregon Economic Development Revenue Bonds or inclusion in the Oregon Economic Lagging Area Program the applicant will not unlawfully discriminate against any employee or applicant for employment because of sex, age, race, creed, color, national origin, physical or mental handicap, or previous employment status with respect to the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship.

The applicant will send to each labor union or representative of workers with whom applicant has a bargaining agreement or other contract or understanding, a notice advising the labor union or workers' representative of the applicant's commitment to the Multnomah County Equal Employment Opportunity Agreement and shall post copies of the notice in conspicuous places available to employees and applicants for employment.


The applicant for Oregon Economic Development Revenue Bonds and/or the Oregon Economic Lagging Area Tax Credit Program shall submit Form MC-DES 1 to the Oregon Economic Development Commission and Multnomah County Department of Environmental Services, Division of Planning and Development at the time of filing of application for determination of Oregon Industrial Revenue Bond and/or Economic Lagging Area project eligibility.

The applicant for Oregon Industrial Revenue Bonds shall submit Form MC-DES 2 to the Oregon Economic Development Commission and Multnomah County Department of Environmental Services, Division of Planning and Development, at the 6-month anniversary of final expenditure of Oregon Industrial Revenue Bond sale proceeds.

The applicant for the Oregon Economic Lagging Area Tax Credit Program shall submit Form MC-DES 2 to the Oregon Economic Development Commission and Multnomah County Department of Environmental Services, Division of Planning and Development, at the end of each fiscal year for which Oregon Economic Lagging Area Tax Credits are claimed.

The applicant for Oregon Economic Development Revenue Bond Program and/or the Oregon Economic Lagging Area Tax Credit Program who generates ten or more new positions as a result of the utilization of the above mentioned program(s) will submit form MC-DES 3 to the Oregon Economic Development Commission and Multnomah County Division of Planning and Development at the time of filing of the first MC-DES 2 form.

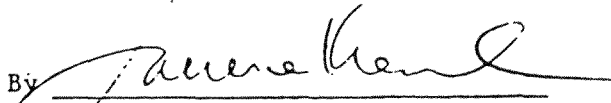
Authorized Company Official


Signature of Applicant's Authorized
Representative

President 12-21-89
Title Date

APPROVED AS TO FORM:

JOHN B. LEAHY, County Counsel
for Multnomah County, Oregon

By 
Laurence Kressel
Deputy County Counsel

MC-DBS 1

CURRENT AND PROJECTED PERMANENT EMPLOYEE AND PAYROLL DATA

Name and Address of Organization

I. Check Appropriate Box

☒ IRB Applicant
☐ ELA Applicant
☐ Other _____
(IR#) _____

II. Project Number

III. Project Completion Date

December 1990

IV. Job Categories	V. Sex		VI. Present Employees					VII. Jobs to be Saved		VIII. New Jobs to be Created						IX. Summary New Employees				X. Employee Totals	
		Sex	A. Total Employees	B. Black	C. Hispanic	D. Asian or Pacific Islander	E. American Indian or Alaskan Native	F. Total Employees	G. Total Minorities	H. Total Employees	I. Black	J. Hispanic	K. Asian or Pacific Islander	L. American Indian or Alaskan Native	M. Total non-Multico Hires	N. Total Previously Unemployed	O. Total Age 40+	P. Total Minorities	Q. Total Employees	R. Total Minorities	
Officials and Managers	MF	F	1																1		
	MM	M	6					↑	1										7		
Professionals	PF	F	1						1										2		
	PM	M	1					A	1										2		
Technicians	TF	F	1						2										1		
	TM	M							2										2		
Sales Workers	SF	F																	0		
	SM	M	1					L	2										3		
Office and Clerical	OF	F	2						2										4		
	OM	M						L	2										0		
Craftsperson (skilled)	CF	F							4										4		
	CM	M	7						10										17		
Operatives (semi-skilled)	XF	F	4			1			3										7	1	
	XM	M	18		3	4			6										24	7	
Laborers (unskilled)	LF	F	1																1		
	LM	M	2					↓											2		
Service Work and Others	WF	F							1										1		
	WM	M	3						1										4		
TOTAL	AF	F	10			1			11										21	1	
	AM	M	38		3	4			22										60	7	

XI. Present Annual Total Payroll

(OAP) \$ 1,000,000 (PPM) \$ 92,400 (PPF) \$ 116,200
Total Minorities Female

XIII. Present Temporary and Part Time Employees

(TMT) 6 (TMM) 4 (TMF) 2 (TMS) \$ 48,700
Total No. of Minorities No. of Females Annual Payroll

XII. Expected Annual Total Payroll When Fully Operational

(FOS) \$ 1,750,000 (OPM) \$ 165,000 (OPF) \$ 235,000
Total Minorities Female

XIV. Expected Temporary and Part Time Employees When Fully Operational

(PTT) 8 (PTM) 4 (PTF) 3 (PTS) \$ 64,900
Total No. of Minorities No. of Females Annual Payroll

XV. This Form Prepared By:

Rick Teemy - Pres. Rick Teemy 12-20-89
Type Name and Position Signature Date Telephone No.

XVI. Authorized Company Official:

President Rick Teemy 12-20-89
Type Title of Officer Signature Date



December 19, 1989


Multnomah County Commissioner
c/o Bob Hall
Multnomah County Planning
2115 S.E. Morrison
Portland, OR

Dear Bob,

We would appreciate your help in our expansion project. But for the availability of state Economic Development Revenue Bonds Teeny Foods' expansion project would not go forward in Oregon.

Please contact me at 252-3006 if you have any further questions.

Thank You,


Rick Teeny



MULTNOMAH COUNTY OREGON

DEPARTMENT OF ENVIRONMENTAL SERVICES
DIVISION OF PLANNING
AND DEVELOPMENT
2115 S.E. MORRISON STREET
PORTLAND, OREGON 97214
(503) 248-3043

BOARD OF COUNTY COMMISSIONERS
GLADYS McCOY • CHAIR OF THE BOARD
PAULINE ANDERSON • DISTRICT 1 COMMISSIONER
GRETCHEN KAFOURY • DISTRICT 2 COMMISSIONER
RICK BAUMAN • DISTRICT 3 COMMISSIONER
SHARRON KELLEY • DISTRICT 4 COMMISSIONER

August 13, 1990

To: Board of County Commissioners

From: Bob Hall
Division of Planning and Development

Re: RB 2-90

Enclosed are the materials relating to RB 2-90.

As you know, MCC 11.08.250 requires the Board to make the following findings when considering State of Oregon Economic Development Revenue Bond projects:

- (A) An application shall comply with:
 - (1) The Comprehensive Land Use Plan (or Statewide Planning Goals if the plan has not been acknowledged by LCDRC), the Economic Development Plan, and plan implementation ordinances of the unit of government having jurisdiction over the site in question; and
 - (2) Multnomah County's Equal Employment Opportunity as indicated in MCC 11.08.255.
- (B) An applicant must assert, in writing, the Economic Development Revenue Bond Financing is necessary for expansion or location in the County at this time (*i.e.*, without such financing, the project would not be undertaken).

This packet contains:

- The application for Oregon Economic Development Revenue Bonds by United States Bakery for property within the City of Portland;
- A letter from Janet S. Burreson, Director of Economic Development for the Portland Development Commission, indicating the project complies with MCC 11.08.250(A)(1);
- An Equal Employment Opportunity Agreement signed by John Duwe, United States Bakery and a completed MC-DES 1 as required by MCC 11.08.250(A)(2);
- A statement of necessity from United States Bakery as required by MCC 11.08.250(B); and
- A proposed resolution for Board action.

The Planning Staff finds that this material satisfies the criteria of MCC 11.08.250 for Board approval of an Economic Development Bond and recommends adoption of the resolution.

**BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR THE COUNTY OF MULTNOMAH**

In the Matter of Issuance of)
an Industrial Development)
Revenue Bond State of Oregon)
to United States Bakery) RB 2-90

RESOLUTION

- WHEREAS,** The Multnomah County Board of Commissioners finds that the aquisition of additional equipment by United States Bakery would foster the economic growth and legislative policy as set forth in ORS 280.310; and
- WHEREAS,** The City of Portland has found that the project is in compliance with the City of Portland Comprehensive Plan acknowledged by the Land Conservation and Development Commission pursuant to ORS Chapter 197; and
- WHEREAS,** The Board finds that the project complies with the provisions of Chapter 11.08 of the Multnomah County Code; and
- WHEREAS,** ORS 280.330 requires, before the issuance of revenue bonds by the State of Oregon, that the governing body of the County endorse the project; and
- WHEREAS,** The Board finds that the completion of this facility within the City of Portland would be in the best interests of the citizens of Multnomah County.

THEREFORE, IT IS HEREBY RESOLVED:

1. That Multnomah County requests the Economic Development Commission and the State of Oregon to assist in the financing of the United States Bakery project within Multnomah County through the issuance of revenue bonds secured by the improvements as provided by ORS 280.310 to ORS 280.397.
2. That the Chairperson of the Multnomah County Board of Commissioners be authorized to sign and act for the Board in any future action necessary by Multnomah County to promote the project.

(SEAL)

BOARD OF COUNTY COMMISSIONERS
MULTNOMAH COUNTY, OREGON

August 21, 1990

Gladys McCoy, Chair

REVIEWED:
LAURENCE KRESSEL, County Counsel
for Multnomah County, Oregon

By _____
Assistant County Counsel

COPY

UNITED STATES BAKERY
An Oregon Corporation

- A P P L I C A T I O N -

OREGON INDUSTRIAL DEVELOPMENT REVENUE BONDS
DEPARTMENT OF ECONOMIC DEVELOPMENT
STATE OF OREGON

Portland, Oregon
August 1, 1990

- INDEX -

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EXHIBITS

- A. Map of project location
- B. Local government certifications
- C. Attestation
- I.I Financial Statements (submitted confidentially)

I. COMPANY INFORMATION

- A. Name of business, address, and phone number.
Include your federal taxpayer identification number
and standard industrial classification code number:

United States Bakery
340 N.E. 11th Avenue
Portland, Oregon 97232

Telephone Number: (503) 232-2191

Federal Tax ID Number: 93-0302130

SIC: 2050

- B. Headquarters location:

340 N.E. 11th Avenue
Portland, Oregon 97232

- C. Type of business: wholesale bakery

- D. Name and title of chief executive officer:

M. Robert Albers, President

- E. Other plant locations:

N. 110 Fancher Street, Spokane, Washington 99206

16 N. 3rd Avenue, Yakima, Washington 98902

- F. Is the company listed on any securities exchange?

No.

- G. If not listed on a securities exchange, please list
the names and titles of all corporate officers:

<u>Name</u>	<u>Title</u>
M. Robert Albers	President
Ronald W. McKnight	Vice President--Sales
John J. Rader	Vice President--Operations
Thomas F. Powers	Vice President--Fleet Operations
John W. Duwe	Treasurer, Asst. Secretary
Ronald L. Greenman	Secretary

- H. If not listed on a securities exchange, please list
names and addresses of all stockholders holding
10 percent or more of the company's outstanding
stock:

<u>Shareholder Name and Address</u>	<u>Percentage of Ownership</u>
M. Robert Albers 340 N.E. 11th Portland, Oregon 97232	15
Franz Dolp 340 N.E. 11th Portland, Oregon 97232	15
Kristine C. Phillippi 340 N.E. 11th Portland, Oregon 97232	10

- I. Attach company financial statements for the past three years, and the most recent interim statement:

See Attachment I.I

The Company requests that all financial statements be held in the strictest confidence and that they not be shown or given to anyone other than personnel of the Oregon Department of Economic Development and the State Treasurer who are required to see them in connection with this Application.

1. If the company has an operating history of one year or less include a three year pro-forma balance sheet and income statement, and a monthly cash flow projection for a period of one year:

Not applicable.

2. In the case of a corporate applicant that is not publicly traded and that has a net worth of \$2 million or less, include personal financial statements with date of birth and social security number from:

- (a) All persons owning 20 percent or more of the company; and

- (b) All persons having a controlling interest in the applicant:

Not applicable.

- J. Provide a narrative history of the company and the type of business in which the company is engaged:

1. Business of the Company.

The primary business of the Company is the manufacture and sale of baked products including bread, rolls, buns, english muffins and donuts. Approximately 83% of the Company's sales are made directly to grocery stores, restaurants and institutions. The remaining 17% of sales are retail sales through Company-owned stores and to other customers. The Company has three bakeries located in Portland, Oregon, Yakima, Washington and Spokane, Washington. The Company sells its products in Northern and Central Oregon, Southern Washington, Central and Eastern Washington, Northern Idaho and Western Montana.

2. History and Background.

United States Bakery was started in 1906 and has steadily grown over the years. A major expansion was completed in 1976 which doubled the Portland plant's capacity. The Yakima and Spokane plants were purchased in 1979 and 1981, respectively. All plants currently are operating at or near capacity. Additional production facilities are needed to keep up with the growth in the Company's existing market area and to position the Company for possible expansion into new market areas.

3. The Baked Goods Industry in Oregon.

The baked goods industry has provided Oregon with substantial economic and employment benefits. The industry reaches every part of the state.

4. Need for Financing.

The project is required to increase production capacity for the increasing sales experienced by the Company and to position the Company for possible expansion into new market areas.

The baking industry is highly competitive. The Company must constantly strive to lower its production costs to compete with other bakeries located both in and outside of Oregon. The Company must finance major expansions at the lowest rates possible in order to remain competitive.

Management estimates that this project will increase production capacity by 75% and improve labor efficiency by 20%. Such increases and improvements are expected to allow the Company to keep up with Oregon's growth rate in baked goods requirements, and possibly to expand into new markets in Southern Oregon and the Seattle, Washington area.

They Company anticipates that the project will create annual payroll increases of \$241,000 in the first year, \$602,000 in the second year, and \$903,000 in the third year. Ultimately, the Company anticipates that it will need up to 59 additional employees by the end of the third year.

These estimates do not include jobs created and additional payroll paid during construction of the building and transport pad and installation of the equipment to be purchased with the proceeds of the bonds. Management estimates such additional payroll will be approximately \$1,250,000 in year one.

The State of Oregon Industrial Development Revenue Bonds requested by this Application will allow the Company economically to expand its Oregon manufacturing facility, create jobs and help prevent the loss of business to other states.

II. PROJECT INFORMATION

A. Proposed location of the project:

Is the project in a designated economically lagging area or enterprise zone?

No.

B. Dates of project start-up and projected completion:

The Company estimates that work will begin on the project on May 1, 1991, and that work will be completed by April 30, 1992.

C. Description of project: Include land acreage, proposed buildings, products, equipment required, etc.:

The project will relocate and expand current shipping and transport loading facilities to a newly constructed building located on property adjoining

the Company's current facility located at 340 N.E. 11th Avenue, Portland, Oregon. Equipment for a new bread production line will be purchased and installed in the existing shipping space.

The Company owns five blocks bounded by N.E. 9th, 10th, 12th, Davis and Flanders streets in Portland. The existing buildings comprise approximately 229,000 square feet. The new building to be constructed as part of the project will be approximately 20,000 square feet. It will be located on the western half of the two blocks bounded by N.E. 10th, 11th, Davis and Flanders streets.

A new transport pad will be constructed of approximately 20,000 square feet. A skybridge will be constructed to connect the existing and new buildings. The skybridge will be used to convey product between the two buildings.

The following equipment will be purchased in the project:

3 ingredient mixers	\$492,000
1 fermentation system	239,000
1 Tro elevators dough chute and hopper	111,000
1 dough divider	145,000
1 rounder	35,000
dry proofer	170,000
dough piece conveyors	45,000
moulders	210,000
pan greasers	75,000
pan stacker/unstacker w/pan conveyors	582,000
product cooler conveyor and cleaner	405,000
rack proofer	545,000
baking oven	695,000
lid system and conveyors	201,000
product conveyors	750,000
freight	100,000
installation	<u>1,380,000</u>
Total equipment	\$6,180,000
Building improvements and transport loading pad construction	\$1,350,000
Issuance costs	\$ 250,000
TOTAL PROJECT COST	<u>\$7,780,000</u>

See also Section I.J above.

- D. Description of product or service to be produced and users of your product or services:

See Section I.J. above.

- E. Bond proceeds:

1. Equipment	\$6,180,000
2. Building	\$1,350,000
3. Land	0
4. Other (issuance costs)	\$ 150,600
5. Total Bond	\$7,680,600
6. Bond Issue as a % of Total Project	98.7%

- F. Describe anticipated market for products:

See Section I.J. above.

- G. Describe the impact of the proposed project on the local economy, relating to:

1. The locale's ability to provide support services:

The project is not expected to have any adverse effect on the City of Portland's ability to provide support services because the project is an expansion of an existing manufacturing facility for which adequate public services, such as sewer and water facilities and schools, already exist.

2. Local need for the project and effect on the local economic base, in terms of indirect jobs, diversification, tax base, etc.:

(a) Potential population impact.

The project will bring approximately 8 new employees in the first year and approximately 41 new employees by the end of the third year. The population increase to the City of Portland will be less than one percent.

(b) Local need for project and effect on local economic base.

The City of Portland needs manufacturing jobs such as those provided by the Company, particularly in the Northeast section of the city. The project will allow the Company to increase the number of its employees and maintain and increase the economic diversification it currently provides in Portland. Virtually all of the jobs created by the project will require semi-skilled labor such as production line workers, sanitation workers and transport drivers and route salesmen.

(c) Indirect employment and tax base.

The Multnomah County and Portland property tax bases will be increased by the assessed value of the equipment installed in the project. The project will directly increase the state of Oregon income tax base by the amount of the Company's increased payroll, and will indirectly increase that base as the payroll is spent and respent in the local economy. The project will also add approximately \$1,250,000 in payroll to the local economy indirectly during installation of the equipment and construction of the new building.

The Company's labor force will also financially support the surrounding merchants. The project will increase permanent indirect employment in the area because of the increased number of employed persons in Portland.

H. The project must meet three local government requirements:

1. The Board of Commissioners of the County in which the project is to be located must, by formal resolution passed by majority vote at a public meeting, request the Commission to authorize a bond for the project:

The resolution of the Board of Commissioners of Multnomah County will be supplied by amendment to this Application.

2. The appropriate jurisdiction, city or county must find the project in compliance with the local comprehensive plan and with statewide land use goals and guidelines:

Certification from the City of Portland will be supplied by amendment to this Application.

3. The project must be consistent with the local overall economic development plan:

Certification from the City of Portland will be supplied by amendment to this Application.

III. Labor Force

- A. Number of total employees currently employed in the company:

985 (546 in Oregon)

- B. Number of total employees currently employed at the site of the proposed project:

270

- C. Number of employees to be hired for the project:

<u>Job Classification</u>	<u>First Year</u>	<u>Second Year</u>	<u>Third Year</u>
Production Labor	--	12	12
Engineering	2	--	1
Sanitation	3	--	1
Transport Driver	1	1	2
Route Sales	<u>2</u>	<u>8</u>	<u>14</u>
TOTAL	8	21	30

The above represents management's best estimate of the increased employment created by the project. The actual number of new jobs created may vary depending upon factors over which the Company has little or no control, such as population growth in the state of Oregon and the success of the Company's expansion efforts.

- D. Approximate number of employees to be hired in each labor category at proposed project. Examples of labor categories include clerks, assemblers, and machinists. Indicate the number of existing, transfer or new positions for each category. Please be specific in terms of labor category:

See IV.C above.

The Company's existing employees in Oregon are as follows. The Company does not anticipate than any of the jobs created by the project will be filled by transfer employees:

<u>Job Classification</u>	<u>Existing Employees</u>
Administration/clerical	24
Sanitation	22
Engineering	20
Production	204
Transport	32
Retail clerks	51
Sales	186
Vehicle mechanics	<u>7</u>
TOTAL IN OREGON:	546

E. Will the project require any special labor requirements?

No. The new jobs created by the project will primarily require semi-skilled labor.

F. Do you plan special worker-training programs? If so, in what job categories?

The Company will provide on the job training for its employees as required. Specialized training may be required for the Company's bread production line.

G. If the project is an in-state plant relocation, describe the reasons for relocation and the effect of relocation on the company's existing labor force:

Not applicable.

IV. PROJECTED PAYROLL AND PROFITS

A. What will be the anticipated increase in payroll directly resulting from the project for each of the first three years of operation:

<u>Description</u>	<u>First Year</u>	<u>Second Year</u>	<u>Third Year</u>
Production	---	\$288,000	\$288,000
Engineering	\$ 68,000	---	34,000
Sanitation	69,000	---	23,000
Transport	34,000	34,000	68,000
Routes	<u>70,000</u>	<u>280,000</u>	<u>490,000</u>
Total Payroll	\$241,000	\$602,000	\$903,000

B. What will be the increase in company profits directly resulting from the project for each of the first three years of operation:

Management estimates that the project will increase profits as follows, assuming projected additional sales volume in new marketing areas is attained:

Year 1: \$100,000

Year 2: \$500,000

Year 3: \$500,000

C. Describe any local government expenditures for public services required specifically for this project:

None.

V. DETERMINATION OF NET PUBLIC BENEFIT

To be determined by the State of Oregon Department of Economic Development.

STATE OF OREGON
ECONOMIC DEVELOPMENT REVENUE BONDS

CHECKLIST

Please ensure that your application package contains the following items. Economic Development Department staff will be unable to process your application until all items are received.

_____ One (1) application fee, either \$250 or \$500 as appropriate

_____ Four (4) copies of your completed application, one with original signature. Include Exhibits A, B and C.

_____ Two (2) copies of financial statements (see I.I). Please indicate on these if CONFIDENTIALITY is required.

Who is your bond counsel? To be supplied by amendment.

Who is the contact person in your company?

Name M. Robert Albers, President and/or
John W. Duwe, Treasurer and Assistant Secretary

Telephone number (503) 232-2191

Alternate contact:

Ronald L. Greenman
Kurt W. Ruttum
United States Bakery corporate counsel
(503) 221-1440

Please forward the completed application to:

Oregon Economic Development Department
Business Finance Section
595 Cottage Street, N.E.
Salem, Oregon 97310
(503) 373-1240

7 345

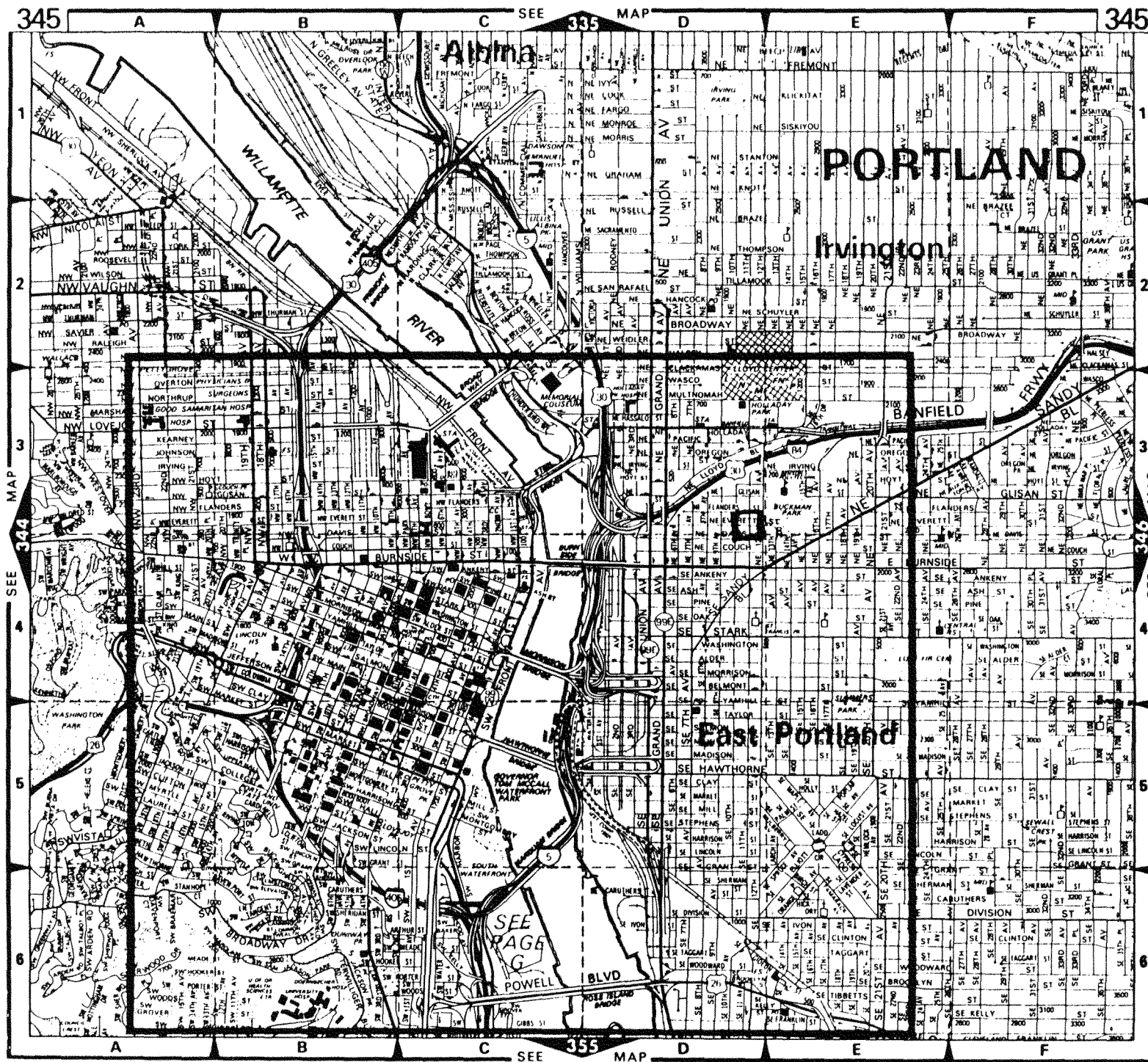


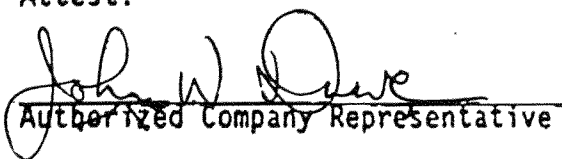
EXHIBIT C

All information provided in connection with this application for Oregon Economic Development Revenue Bond financing is, to the best of my knowledge, true, accurate, complete, and current. I further certify that, except as described in this application:

- (1) No litigation is current, pending or threatened in any court or other tribunal or competent jurisdiction, state or federal, in any way contesting, questioning or affecting the eligibility of the applicant to apply for this financing, the ability of the applicant to complete the project, or the validity or enforceability of any covenant or document executed by the applicant in connection with the application or any of the procedures for the authorization of sale, execution, registration or delivery of the bonds, nor are there any unasserted claims outstanding.
- (2) The applicant has never filed for reorganization or sought relief or been involuntarily declared bankrupt under any provision of the United States Bankruptcy Code.
- (3) No officer, director, partner, or owner of a 5 percent interest (legal or beneficial) of the applicant has ever filed for reorganization or sought relief or been involuntarily declared bankrupt under any provision of the United States Bankruptcy Code.
- (4) Neither the applicant nor any officer, director, partner or owner of a 5 percent interest (legal or beneficial) thereof has ever been indicted or convicted of a felony or of a misdemeanor involving moral turpitude.

I agree that material misrepresentation of fact is grounds for the Finance Committee to deny or withdraw project eligibility at any time.

Attest:


Authorized Company Representative

8/1/90
Dated

EXHIBIT I.I

United States Bakery

Audited Financial Statements for periods ended December 31, 1989, 1988 and 1987.

Unaudited Balance Sheet and Statement of Earnings for period January 1, 1990 through June 16, 1990.

PDC
PORTLAND
DEVELOPMENT
COMMISSION

Harry L. Demorest
Chairman

Dorothy L. Hall
Commissioner

Robert D. McCracken
Commissioner

C. Douglas McGregor
Commissioner

Carl Talton
Commissioner

J.E. Bud Clark
Mayor

Patrick L. LaCrosse
Executive Director

1120 S.W. Fifth Avenue
Portland, OR 97204
(503) 796-5300
FAX (503) 796-5392

August 14, 1990

Mr. Mark Huston
Financial Programs Manager
Oregon Economic Development Department
595 Cottage Street, N.E.
Salem, Oregon 97310

Dear Mr. Huston:

This letter will advise you that the City of Portland has reviewed the application of United States Bakery for \$ 7.68 million in Economic Development Revenue Bond financing from the State of Oregon. We find the proposed project is consistent with the Portland Comprehensive Plan, adopted by City Council in October, 1980, and the Economic Development Policy of the City of Portland, the local economic development plan, adopted in 1980 and updated in 1988, for the following reasons:

1. Proceeds of the bonds will be used solely for the purchase of land and equipment used for the production of wholesale bakery goods and related products. The equipment will be placed in property owned by the applicant. The property allows the proposed use by virtue of its GI-1 (General Industrial) zoning designation.
2. The expansion of an existing Oregon industrial activity is strongly encouraged in this area.
3. The project represents the retention/creation of a Portland business which has outgrown its present location at 340 N.E. 11th Avenue and has elected to add an expansion facility at this site rather than move.
4. The project enhances and supports the development of the inner NE business community of the City of Portland as an efficient, safe and attractive industrial area and employment center.



August 14, 1990
Page Two

5. The total project represents a \$7.4 million increase in real and personal property values.
6. The project results in the retention of 310 existing employment opportunities within the City of Portland. Upon completion of the project, the company will add 49 new full-time employees over a three year period. The majority of these new position will be production and/or production engineering in nature. The new and upgraded positions will result in an anticipated increase in annual Oregon payroll in excess of \$900,000.
8. The project provides positive revenue and taxpayer return as evidenced by the cost-effective analysis supplied by the State of Oregon.

Sincerely,

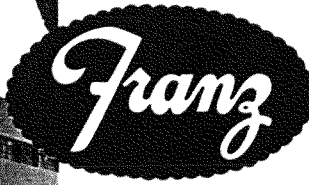


Janet S. Bureson, Director
Economic Development

JSB: JOG: smh

cc: Multnomah County Board of Commissioners c/o Bob Hall,
Multnomah County Planning

M. Robert Albers, President
United States Bakery, Inc.



The *good* Bread

UNITED STATES BAKERY

P.O. BOX 14769 • PORTLAND, OREGON 97214-0769
TEL. (503) 232-2191 • FAX (503) 234-7036

August 10, 1990

Multnomah County Commissioners
c/o Bob Hall
Multnomah County Planning
2115 S.E. Morrison Street
Portland, Oregon 97214

Dear Bob:

We would appreciate your help in our expansion project. But for the availability of Oregon State Economic Development Revenue Bonds, United States Bakery's expansion project would not go forward in Multnomah County at this time.

Very Truly Yours,

John Duwe
Treasurer

JD/cg

So *good* it's a Northwest Tradition

340 N.E. ELEVENTH AVE. • PORTLAND, OREGON 97232

MULTNOMAH COUNTY, OREGON ONLY

MC-DES 1
CURRENT AND PROJECTED
PERMANENT EMPLOYEE
AND PAYROLL DATA

Name and Address of Organization
United States Bakery
340 NE 11th Ave.
Portland, Oregon 97232

I. Check Appropriate Box

☒ IRB Applicant
☐ ELA Applicant
☐ Other (IR#) _____

II. Project Number

III. Project Completion Date
5/01/92

IV. Job Categories	V. Sex		VI. Present Employees					VII. Jobs to be Saved		VIII. New Jobs to be Created					IX. Summary New Employees				X. Employee Totals	
		Sex	A. Total Employees	B. Black	C. Hispanic	D. Asian or Pacific Islander	E. American Indian or Alaskan Native	F. Total Employees	G. Total Minorities	H. Total Employees	I. Black	J. Hispanic	K. Asian or Pacific Islander	L. American Indian or Alaskan Native	M. Total non-Multico Hires	N. Total Previously Unemployed	O. Total Age 40+	P. Total Minorities	Q. Total Employees	R. Total Minorities
Officials and Managers	MF	F	3																3	
	MM	M	19			1													19	1
Professionals	PF	F																		
	PM	M																		
Technicians	TF	F																		
	TM	M																		
Sales Workers	SF	F	23								1								24	
	SM	M	50								1	1							51	1
Office and Clerical	OF	F	17			1													17	1
	OM	M	1																1	
Craftsperson (skilled)	CF	F	1							1									2	
	CM	M	57		1					3	1								60	2
Operatives (semi-skilled)	XF	F	8	2	1					2			1						10	4
	XM	M	117	2	4		1			8	2								125	9
Laborers (unskilled)	LF	F	11	1		1				1	1								12	3
	LM	M	43	3		1				1									44	5
Service Work and Others	WF	F	7							2	1		1						9	2
	WM	M	23			7				1	1								24	8
TOTAL	AF	F	70	3	1	2				7	2		2						77	10
	AM	M	310	5	5	9	1			14	5		1						324	26

XI. Present Annual Total Payroll

(OAP) \$10,283,731 (PPM) \$ 452,260 (PPF) \$ 1,228,662
Total Minorities Female

XIII. Present Temporary and Part Time Employees

(TMT) 18 (TMM) (TMF) 4 (TMS) \$ 102,629
Total No. of Minorities No. of Females Annual Payroll

XII. Expected Annual Total Payroll When Fully Operational

(FOS) \$10,846,731 (OPM) \$ 615,000 (OPF) \$ 1,393,000
Total Minorities Female

XIV. Expected Temporary and Part Time Employees When Fully Operational

(PTT) 18 (PTM) (PTF) 4 (PTS) \$ 102,629
Total No. of Minorities No. of Females Annual Payroll

XV. This Form Prepared By:

John Duwe, Treasurer 8/10/90 (503) 232-2191
Type Name and Position Signature Date Telephone No.

XVI. Authorized Company Official

Treasurer 8/10/90
Type Title of Officer Signature Date

No further monies or other benefits may be authorized under this program unless this report is completed and filed as required by existing law and regulations.



EXHIBIT I

to 11.08.255

MULTNOMAH COUNTY OREGON

DIVISION OF PLANNING AND DEVELOPMENT
2115 S.E. MORRISON
PORTLAND, OREGON 97214
(503) 248-3591

DONALD E. CLARK
COUNTY EXECUTIVE

EQUAL EMPLOYMENT OPPORTUNITY AGREEMENT

The applicant agrees that in consideration of the issuance of Oregon Economic Development Revenue Bonds or inclusion in the Oregon Economic Lagging Area Program the applicant will not unlawfully discriminate against any employee or applicant for employment because of sex, age, race, creed, color, national origin, physical or mental handicap, or previous employment status with respect to the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship.

The applicant will send to each labor union or representative of workers with whom applicant has a bargaining agreement or other contract or understanding, a notice advising the labor union or workers' representative of the applicant's commitment to the Multnomah County Equal Employment Opportunity Agreement and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

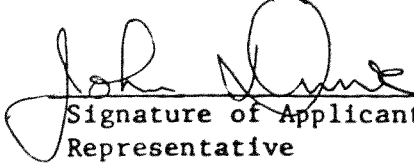
The applicant for Oregon Economic Development Revenue Bonds and/or the Oregon Economic Lagging Area Tax Credit Program shall submit Form MC-DES 1 to the Oregon Economic Development Commission and Multnomah County Department of Environmental Services, Division of Planning and Development at the time of filing of application for determination of Oregon Industrial Revenue Bond and/or Economic Lagging Area project eligibility.

The applicant for Oregon Industrial Revenue Bonds shall submit Form MC-DES 2 to the Oregon Economic Development Commission and Multnomah County Department of Environmental Services, Division of Planning and Development, at the 6-month anniversary of final expenditure of Oregon Industrial Revenue Bond sale proceeds.

The applicant for the Oregon Economic Lagging Area Tax Credit Program shall submit Form MC-DES 2 to the Oregon Economic Development Commission and Multnomah County Department of Environmental Services, Division of Planning and Development, at the end of each fiscal year for which Oregon Economic Lagging Area Tax Credits are claimed.

The applicant for Oregon Economic Development Revenue Bond Program and/or the Oregon Economic Lagging Area Tax Credit Program who generates ten or more new positions as a result of the utilization of the above mentioned program(s) will submit form MC-DES 3 to the Oregon Economic Development Commission and Multnomah County Division of Planning and Development at the time of filing of the first MC-DES 2 form.

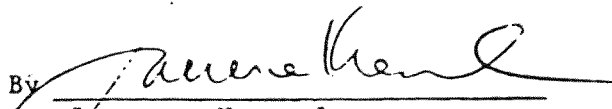
Authorized Company Official


Signature of Applicant's Authorized Representative

Treasurer August 10, 1990
Title Date

APPROVED AS TO FORM:

JOHN B. LEAHY, County Counsel
for Multnomah County, Oregon

By 
Laurence Kressel
Deputy County Counsel



MULTNOMAH COUNTY OREGON

DEPARTMENT OF ENVIRONMENTAL SERVICES
DIVISION OF PLANNING
AND DEVELOPMENT
2115 S.E. MORRISON STREET
PORTLAND, OREGON 97214
(503) 248-3043

BOARD OF COUNTY COMMISSIONERS
GLADYS McCOY • CHAIR OF THE BOARD
PAULINE ANDERSON • DISTRICT 1 COMMISSIONER
GRETCHEN KAFOURY • DISTRICT 2 COMMISSIONER
RICK BAUMAN • DISTRICT 3 COMMISSIONER
SHARRON KELLEY • DISTRICT 4 COMMISSIONER

August 13, 1990

To: Board of County Commissioners

From: Bob Hall
Division of Planning and Development

Re: RB 3-90

Enclosed are the materials relating to RB 3-90.

As you know, MCC 11.08.250 requires the Board to make the following findings when considering State of Oregon Economic Development Revenue Bond projects:

- (A) An application shall comply with:
- (1) The Comprehensive Land Use Plan (or Statewide Planning Goals if the plan has not been acknowledged by LCDC), the Economic Development Plan, and plan implementation ordinances of the unit of government having jurisdiction over the site in question; and
 - (2) Multnomah County's Equal Employment Opportunity as indicated in MCC 11.08.255.
- (B) An applicant must assert, in writing, the Economic Development Revenue Bond Financing is necessary for expansion or location in the County at this time (*i.e.*, without such financing, the project would not be undertaken).

This packet contains:

- The application for Oregon Economic Development Revenue Bonds by Microporus Technologies, Inc. for property within the City of Portland;
- A letter from Janet S. Bureson, Director of Economic Development for the Portland Development Commission, indicating the project complies with MCC 11.08.250(A)(1);
- An Equal Employment Opportunity Agreement signed by Daniel Greene, Microporus Technologies, Inc. and a completed MC-DES 1 as required by MCC 11.08.250(A)(2);
- A statement of necessity from Microporus Technologies, Inc. as required by MCC 11.08.250(B); and
- A proposed resolution for Board action.

The Planning Staff finds that this material satisfies the criteria of MCC 11.08.250 for Board approval of an Economic Development Bond and recommends adoption of the resolution.

**BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR THE COUNTY OF MULTNOMAH**

In the Matter of Issuance of)
an Industrial Development)
Revenue Bond State of Oregon)
to United States Bakery) RB 3-90

RESOLUTION

WHEREAS, The Multnomah County Board of Commissioners finds that the aquisition of additional equipment by Microporus Technology, Inc. would foster the economic growth and legislative policy as set forth in ORS 280.310; and

WHEREAS, The City of Portland has found that the project is in compliance with the City of Portland Comprehensive Plan acknowledged by the Land Conservation and Development Commission pursuant to ORS Chapter 197; and

WHEREAS, The Board finds that the project complies with the provisions of Chapter 11.08 of the Multnomah County Code; and

WHEREAS, ORS 280.330 requires, before the issuance of revenue bonds by the State of Oregon, that the governing body of the County endorse the project; and

WHEREAS, The Board finds that the completion of this facility within the City of Portland would be in the best interests of the citizens of Multnomah County.

THEREFORE, IT IS HEREBY RESOLVED:

1. That Multnomah County requests the Economic Development Commission and the State of Oregon to assist in the financing of the Microporus Technology, Inc. project within Multnomah County through the issuance of revenue bonds secured by the improvements as provided by ORS 280.310 to ORS 280.397.
2. That the Chairperson of the Multnomah County Board of Commissioners be authorized to sign and act for the Board in any future action necessary by Multnomah County to promote the project.

(SEAL)

**BOARD OF COUNTY COMMISSIONERS
MULTNOMAH COUNTY, OREGON**

August 21, 1990

Gladys McCoy, Chair

REVIEWED:
LAURENCE KRESSEL, County Counsel
for Multnomah County, Oregon

By _____
Assistant County Counsel

APPLICATION FOR OREGON
ECONOMIC DEVELOPMENT REVENUE BONDS

I. Company Information

- A. Microporous™ Technologies
Daniel H. Greene
Microporous Technologies
19241 Superior
Northridge, CA 91324
(818) 349-6200
Federal Tax Identification #33-0363905
Standard Industrial Classification Code # To follow
- B. Headquarters location same. (Will be moving it to Portland.)
- C. Type of Business - Corporation
- D. President - Daniel H. Greene
- E. Plant Location - 1360 Stearman Street
San Diego, California 92073
- F. Company privately held.
- G. Officers

Daniel H. Greene, President
Microporous Technologies
19241 Superior
Northridge, CA 91324

Kirby D. Horrell, Chairman
Microporous Technologies
1360 Stearman Street
San Diego, California 92073

Mrs. Marilyn Brownier, Secretary- Treasurer
502 West Hilltop,
Talent, Oregon 97540

H. Stockholders Holding More Than 10%

Daniel H. Greene 30+%

Mrs. Marilyn Brownier 30+%

502 West Hilltop,

Talent, Oregon 97540

Ms Terry Ennis 30+%

I - 1 Microporous™ Technologies has been in business a little over one year.

Please see the Business Plan Certified Statement and July 31 Statement Appendix #12. Cash flow month by month for the first 12 months after funding, page 59. Forecasted Profit & Loss, Page 51.

We find the variables associated with the financing of our future growth too complex to be able to project with any degree of accuracy what our income or balance sheet would look like 3 years out. For example, if we make the acquisitions we are planning, do we finance them with debt, equity or stock swap? If we open up additional plants, do we self finance or joint venture? Furthermore since there is no way to predict interest rates that far in the future we cannot make determinations as to whether the need for capital would be met by debt or equity. Similarly, decisions as to whether to meet our future machinery needs through purchase or lease cannot intelligently be anticipated at the present time. The choices and options inherent in the foregoing would have such a major impact on our income statement and balance sheet that we are reluctant to make such representations at this time. We anticipate in excess of \$4,000,000 sales within 12 months of funding and would suggest that our sales would be in excess of \$8,000,000 in three years.

I - 2. Personal financial statements are being forwarded under separate cover by the individuals concerned - Dan Greene, Marilyn Brownier and Ms Terry Ennis.

J. Narrative history of the company and the type of business in which the company is engaged are described first in the Executive Summary of the Business Plan, pages 1, 2 and 3 and the History Section, pages 8 and 9.

II Project Information

A. Proposed Location of Project. The project will be located in the Pacific Power & Lighting Service area bounded on the north by the Willamette river, and the south by I84 and the west by I5 and on the east by 122nd St East. One site under negotiation now is 703 North Russell Street, Portland, Oregon.

We do not know if that area is a designated economically lagging area or an enterprise zone.

B. The project will start immediately after funding. The capital expenditures will be completed within approximately four months. The company will then continue indefinitely utilizing the specific equipment purchased at the location purchased.

C. The proposed site and building is 703 North Russell Street. The recycled plastic products are described on page 12 and 13 and of the porous pipe on page 19 and 20. The equipment required and the building are listed on page 50.

D. Same as C. plus plastic recycling customer list pages 12 - 14. porous pipe customer list page 24.

E. Bond proceeds

1. Equipment	\$1,000,000
2. Building & Land	
20% down	110,000
4. Leasehold Improvement	250,000
Contingency equipment	<u>40,000</u>
Total Bond	\$1,400,000
5. Bond Issue as % of Project	100%

F. Market see pages 12-14 and page 24 and surrounding discussion

G. Microporous™ does not anticipate that its operations will require any extraordinary municipal support services. The proposed site for the company's operations is already in an industrial area that was selected, among other things for its road access. Water used in its cleaning operations is recycled in keeping with the very nature of the company. Most of the factory labor is non-specific in terms of the skills required and is available locally so that the importation and/or relocation of families and the associated school requirements is not a consideration. Kirby Horrell will most probably move from San Diego to Portland after his son has graduated from high school.

2. The Company feels that its establishment in the local area will be a positive force on the local economy. We will be introducing into the area a brand new manufactured product classification that will expand the worker base and diversify the industrial output of the city.

Of the projected work force, 27 will be the factory work force, 2 will be office workers and 3 will be managers and sales.

Economist generally use a five times multiplier in determining the local indirect impact of wages. Our projected first year salary/wage expense is \$543,000, see lines 27,28,29 column P, page 60. This combined with the anticipated sales of approximately \$ 4,000,000, see lines 11,12,13, column P, page 60 should have a beneficial effect on the city's economy.

III - A. None are employed in Portland now.

B. The building is now vacant. None are employed.

C. There will be 32 employees employed.

D. See schedule on page 58. In addition there will be two office workers, two managers and one sales executive.

E. All required skills are available in the local area.

F. No specialized worker training is required.

G. Not applicable.

IV Projected Payroll and Profits

A. Our projected first year salary/wage expense is \$543,000, see lines 27,28,29 column P, page 60. The second year should see an increase of 4 machine operators and the third year another 4 machine operators. Office staff should increase by one person each year.

B. The first year's profits before taxes are shown on the Profit&Loss Statement on page 52. There should be modest increases the second and third years as we learn to operate the equipment more effectively and add to the equipment base.

EXHIBIT C

All information provided in connection with this application for Oregon Economic Development Revenue Bond financing is, to the best of my knowledge, true, accurate, complete and current. I further certify that, except as described in this application:

(1) No litigation is current, pending or threatened in any court or other tribunal or competent jurisdiction, state or federal, in any way contesting, questioning or affecting the eligibility of the applicant to apply for this financing, the ability of the applicant to complete the project, or the validity or enforceability of any covenant or document executed by the applicant in connection with the application or any of the procedures for the authorization of sale, execution, registration or delivery of the bonds, nor are there any unasserted claims outstanding.

(2) The applicant has never filed for reorganization or sought relief or been involuntarily declared bankrupt under any provision of the United States Bankruptcy Code.

(3) No officer, director, partner, or owner of a 5 percent interest (legal or beneficial) of the applicant has ever filed for reorganization or sought relief or been involuntarily declared bankrupt under any provision of the United States Bankruptcy Code.

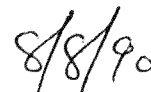
(4) Neither the applicant nor any officer, director, partner or owner of a 5 percent interest (legal or beneficial) thereof has even been indicted or convicted of a felony or of a misdemeanor involving moral turpitude.

I agree that material misrepresentation of fact is grounds for the Finance Committee to deny or withdraw project eligibility at any time.

Attest:



Authorized Company Representative



Dated

PDC
PORTLAND
DEVELOPMENT
COMMISSION

Harry L. Demorest
Chairman

Dorothy L. Hall
Commissioner

Robert D. McCracken
Commissioner

C. Douglas McGregor
Commissioner

Carl Talton
Commissioner

August 14, 1990

Mr. Mark Huston
Financial Programs Manager
Oregon Economic Development Department
595 Cottage Street, N.E.
Salem, Oregon 97310

Dear Mr. Huston:

This letter will advise you that the City of Portland has reviewed the application of Microporus Technologies, Inc. for \$ 1.4 million in Economic Development Revenue Bond financing from the State of Oregon. We find the proposed project is consistent with the Portland Comprehensive Plan, adopted by City Council in October, 1980, and the Economic Development Policy of the City of Portland, the local economic development plan, adopted in 1980 and updated in 1988, for the following reasons:

1. Proceeds of the bonds will be used solely for the purchase of land and equipment used for the production of porus recycled-plastic hose and related products. The equipment will be placed in property owned by the applicant. The property allows the proposed use by virtue of its CED (Central Employment) zoning designation. A design review by the Bureau of Planning will be required for exterior and interior improvements.
2. The expansion of new industrial activity is strongly encouraged in this area.
3. The project represents the creation of a Portland business which has outgrown its present location in Northridge, California and has elected to establish a facility at this site.
4. The project enhances and supports the development of the inner NE business community of the City of Portland as an efficient, safe and attractive industrial area and employment center.

J.E. Bud Clark
Mayor

Patrick L. LaCrosse
Executive Director

1120 S.W. Fifth Avenue
Portland, OR 97204
(503) 796-5300
FAX (503) 796-5392



August 14, 1990

Page Two

5. The total project represents a \$1.75 million increase in real and personal property values. Additional investment will occur over the next five years as a result of this relocation project.
6. The project results in the 32 new full-time employment positions over a three year period. The majority of these new positions will be production in nature. The new and upgraded positions will result in an anticipated increase in Oregon payroll in excess of \$500,000.
8. The project provides positive revenue and taxpayer return as evidenced by the cost-effective analysis supplied by the State of Oregon.

Sincerely,

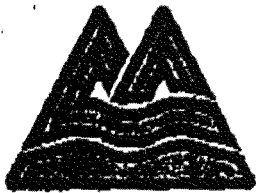


Janet S. Burreson, Director
Economic Development

JSB: JOG: smh

cc: Multnomah County Board of Commissioners c/o Bob Hall,
Multnomah County Planning

Daniel H. Greene, President
Microporus Technologies, Inc.



MULTNOMAH COUNTY OREGON

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

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

EQUAL EMPLOYMENT OPPORTUNITY AGREEMENT

The applicant agrees that in consideration of the issuance of Oregon Economic Development Revenue Bonds or inclusion in the Oregon Economic Lagging Area Program the applicant will not unlawfully discriminate against any employee or applicant for employment because of sex, age, race, creed, color, national origin, physical or mental handicap with respect to the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship.

The applicant will send to each labor union or representative of workers with whom applicant has a bargaining agreement or other contract or understanding, a notice advising the labor union or workers' representative of the applicant's commitment to the Multnomah County Equal Employment Opportunity Agreement and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

The applicant for Oregon Economic Development Revenue Bonds and/or the Oregon Economic Lagging Area Tax Credit Program shall submit Form MC-DES 1 to the Oregon Economic Development Commission and Multnomah County Department of Environmental Services, Division of Planning and Development at the time of filing of application for determination of Oregon Industrial Revenue Bond and/or Economic Lagging Area project eligibility.

The applicant for Oregon Industrial Revenue Bonds shall submit Form MC-DES 2 to the Oregon Economic Development Commission and Multnomah County Department of Environmental Services, Division of Planning and Development, at the 6-month anniversary of final expenditure of Oregon Industrial Revenue Bond sale proceeds.

The applicant for the Oregon Economic Lagging Area Tax Credit Program shall submit Form MC-DES 2 to the Oregon Economic Development Commission and Multnomah County Department of Environmental Services, Division of Planning and Development, at the end of each fiscal year for which Oregon Economic Lagging Area Tax Credits are claimed.

An applicant for Oregon Economic Development Revenue Bond Program and/or the Oregon Economic Lagging Area Tax Credit Program who generates ten or more new positions as a result of the utilization of the above mentioned program(s) will submit the information required by Exhibit II of MCC 11.08.255. to the Oregon Economic Development Commission and Multnomah County Division of Planning and Development when filing the first MC-DES 2 form.

Authorized Company Official

DANIEL H. GREENE

Print Name

D. H. Greene

Signature

Title

President

Date

8/8/90

Reviewed:

Laurence Kressel, County Counsel
for Multnomah County, Oregon

By

00705750 20101

P01

MICROPOROUS TECHNOLOGIES

Aug 8, 1990

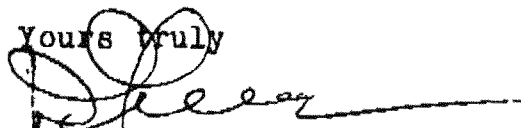
Mr. John Gustafson, Project Coordinator
Portland Development Commission
1120 S.W. fifth Ave.
Portland Or 97294

Gentlemen:

Microporous Technologies is making application for a State of Oregon Development Bond in the amount of \$1,400,000. The funds will be used for the purpose of purchasing machinery and equipment and to acquire a building to house our manufacturing facility at 703 N. Russell St. This location will also house our corporate offices.

Were it not for this bond, we would not be able to relocate our business to the city of Portland. We appreciate your support and assistance in this matter and look forward to your favorable action on our request.

Yours truly



Daniel Greene
President

U-DETS
CURRENT AND PROPOSED
PERMANENT EMPLOYEES
AND PAYROLL DATA

Name and Address of Organization

Microporous Technologies
 19241 Superior
 Northridge, California 91324

I. Check Appropriate Box

☐ IRB Applicant
☐ ERLA Applicant
☐ Other (IR#)

II. Project Number

III. Project Completion Date

I. Job Categories	V. Sex		VI. Present Employees					VII. Jobs to be Saved		VIII. New Jobs to be Created						IX. Summary New Employees				X. Employee Totals	
		Sex	A. Total Employees	B. Black	C. Hispanic	D. Asian or Pacific Islander	E. American Indian or Alaskan Native	F. Total Employees	G. Total Minorities	H. Total Employees	I. Black	J. Hispanic	K. Asian or Pacific Islander	L. American Indian or Alaskan Native	M. Total non-Multico Races	N. Total Previously Unemployed	O. Total Age 40+	P. Total Minorities	Q. Total Employees	R. Total Minorities	
Officials and Managers	ME	F								3									3		
	MM	M																			
Professionals	PF	F																			
	PM	M																			
Technicians	TE	F																			
	TM	M																			
Sales Workers	SE	F																			
	SM	M																			
Office and Clerical	OF	F								1									1		
	OM	M								1	1									1	
Supervisor (skilled)	CF	F								2									2		
	CM	M																			
Operatives (unskilled)	XF	F								25	2	2							25	4	
	XM	M																			
Others (skilled)	LF	F																			
	LM	M																			
Office Work Others	WF	F																			
	WM	M																			
AL	AF	F								1									1		
	AM	M								31	3	2							31	5	

Present Annual Total Payroll

\$ _____ (PPM) \$ _____ (PPF) \$ _____
 Total Minorities Female

XIII. Present Temporary and Part Time Employees

(TMT) _____ (TMM) _____ (TMP) _____ (TMS) \$ _____
 Total No. of Minorities No. of Females Annual Payroll

Expected Annual Total Payroll When Fully Operational

\$ 543,000 (OPM) \$ 92,000 (OPF) \$ 18,000
 Total Minorities Female

XIV. Expected Temporary and Part Time Employees When Fully Operational

(PTT) _____ (PTM) _____ (PTF) _____ (PTS) \$ _____
 Total No. of Minorities No. of Females Annual Payroll

This Form Prepared By:

David B. Norris 818 715-0044
 Signature Date Telephone No.

XVI. Authorized Company Official:

Daniel H. Greene 818 349-6200
 President Signature Date

No further monies or other benefits may be authorized under this program unless this report is completed and filed as required by existing law and regulations.

Meeting Date: AUG 21 1990

Agenda No.: #4

(Above space for Clerk's Office Use)

AGENDA PLACEMENT FORM
(For Non-Budgetary Items)

SUBJECT: Annual Executive Management Report

BCC Informal 8/21/90
(date)

BCC Formal _____
(date)

DEPARTMENT Nondepartmental

DIVISION County Chair's Office

CONTACT Merlin Reynolds

TELEPHONE X-3308

PERSON(S) MAKING PRESENTATION Chair Gladys McCoy and Department Managers

ACTION REQUESTED:

☒ INFORMATIONAL ONLY

☐ POLICY DIRECTION

☐ APPROVAL

ESTIMATED TIME NEEDED ON BOARD AGENDA: 1.5 hours

CHECK IF YOU REQUIRE OFFICIAL WRITTEN NOTICE OF ACTION TAKEN: _____

BRIEF SUMMARY (include statement of rationale for action requested, as well as personnel and fiscal/budgetary impacts, if applicable):

Annual Executive Management Report

(If space is inadequate, please use other side)

SIGNATURES

ELECTED OFFICIAL

Gladys McCoy

Or

DEPARTMENT MANAGER _____

(All accompanying documents must have required signatures)

1000 AUG 14 PM 4:51
CLERK OF COUNTY
OREGON

ANNUAL EXECUTIVE MANAGEMENT REPORT
Order of Presentation
Tuesday, August 21, 1990
9:30 am to 11:00 am

✓ County Chair
* Executive Management Summary

PAUL YARBOROUGH DES
LORNA STICKEL * Zoning Code Enforcement
* County role in Metro Urban Growth Studies

(EXC'D Sheriff
(DUE TO BEREAVEMENT) * Patrols outside the Urban Growth Boundary

Linda Alexander DGS
* Status of Classification Compensation
* Service improvements projects.

PATRICIA FARRELL DHS
* Burnside Clinic
BILL ODEGAARD * Gang Resource Intervention Team

JOHN BROWN DCC
* Domestic Violence Unit
GRANT NELSON * Community Projects Group
RUTH CROSSEN

SUSAN KESNER District Attorney
* Gang prosecutions
MICHAEL SHEUNK

WALLY KRESSEL Chair's Office
* Staffing of County Counsel
DEE CROCKER

ANNUAL EXECUTIVE MANAGEMENT REPORT
Order of Presentation
Tuesday, August 21, 1990
9:30 am to 11:00 am

County Chair

- * Executive Management Summary

DES

- * Zoning Code Enforcement
- * County role in Metro Urban Growth Studies

Sheriff

- * Patrols outside the Urban Growth Boundary

DGS

- * Status of Classification Compensation
- * Service improvements projects.

DHS

- * Burnside Clinic
- * Gang Resource Intervention Team

DCC

- * Domestic Violence Unit
- * Community Projects Group

District Attorney

- * Gang prosecutions

Chair's Office

- * Staffing of County Counsel



GLADYS McCOY, Multnomah County Chair

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

ANNUAL EXECUTIVE MANAGEMENT REPORT

SUMMARY

Gladys McCoy
Multnomah County Chair
July 1, 1989 through June 30, 1990

INTRODUCTION

This is the first Annual Executive Management Report presented to the Board of County Commissioners by the McCoy Administration.

This Report is meant to provide overall management information needed by the Board. The Annual Report provides an overview, by quarters, of Budget, Personnel, Affirmative Action, Risk Management, and program information from County Departments and Elected Officials.

Annual Report data differs from prior Quarterly Reports in that all quarters for the 1989-90 fiscal year are covered. The information is also presented graphically to make comparisons easier.

There are three caveats that need to be identified:

- * first, the budget information is preliminary, unaudited data as of June 30, 1990. When the financial report for the County is completed there may be some slight differences;
- * Second, numbers had to be rounded to fit the graphic presentation so some of the numbers when added may not be exact;
- * and third, there continues to be discrepancies in the personnel numbers between the information system in Planning and Budget and the departments. My staff and the managers are working to resolve the differences in the 1990-91 fiscal year.

BUDGET

The County General Fund in fiscal 1989-90 is \$137 million. At the end of the fiscal year the County had expended 92.2% of the General Fund. Fiscally responsible management by County Managers during the 89-90 fiscal year put the County in a stronger fiscal position as the 1990-91 Budget was completed.

The pattern of expenditures for the County is lower in the first and third quarters. The highest expenditures occur in the second quarter with the second highest taking place in the last quarter. The Nondepartmental programs exemplify the countywide pattern the best, and even those programs ended the year not exceeding their budget (98.86%).

The Department of Environmental Services varies the most from the overall expenditure pattern because its budget contains the large capitol improvement expenditures that are funded towards the end of the fiscal year. This department also ended the year with the largest amount unexpended because capitol funds must be carried over to complete unfinished projects.

PERSONNEL

The last quarter of the fiscal year saw a yearly increase of 3.4% for budgeted positions for all County Departments. At the same time, there was a 4.3% increase of actual County employees in the 89-90 fiscal year.

The largest increase in personnel was in the Department of Human Services. Most personnel increases were in Alzheimer's Services, Integrated community based primary care for substance abusers, the Gang Affected Focus Unit, REEP for increased refugees, and the CDC grant for syphilis control.

There has also been an increase in the District Attorney's personnel. Most of the additional personnel have been in the areas of the Federal and State PROBE Grant to investigate and prosecute methamphetamine labs; the Victims Assistance Program, the Forfeitures Program and the Computerized Criminal History Program for Sentencing Guidelines.

The Sheriff's Office saw a personnel increase from the first to the last quarter. Most personnel additions were for Sheriff Deputies to deal with DUII, MCRC personnel, data processing and OA2's to process concealed weapons permits.

In general terms, the County is doing very well. There were only 99 vacancies in the last quarter. This vacancy rate is commendable (3.4% vacancy rate), but this also creates some concern about the strain on support services as the number of County employees continues to increase.

AFFIRMATIVE ACTION

County Management continues to improve affirmative action in County government: 12.7% to 12.9% from the first to the last quarter (11.1% of general population are minority).

From the first to the last quarter, the proportionate increase in minority employees has improved in the manager, professional and technical personnel categories compared to the clerical category. However, if this improvement is to continue the County must take a more aggressive approach to recruiting and maintaining minority employees.

RISK MANAGEMENT

In the last quarter there were 54 workers comp claims filed. This was a decrease from the third and second quarter (70 and 58 respectively). At the same time, the overall cost of the claims in the last quarter were significantly lower than in any other quarter and is a significant move in the right direction.

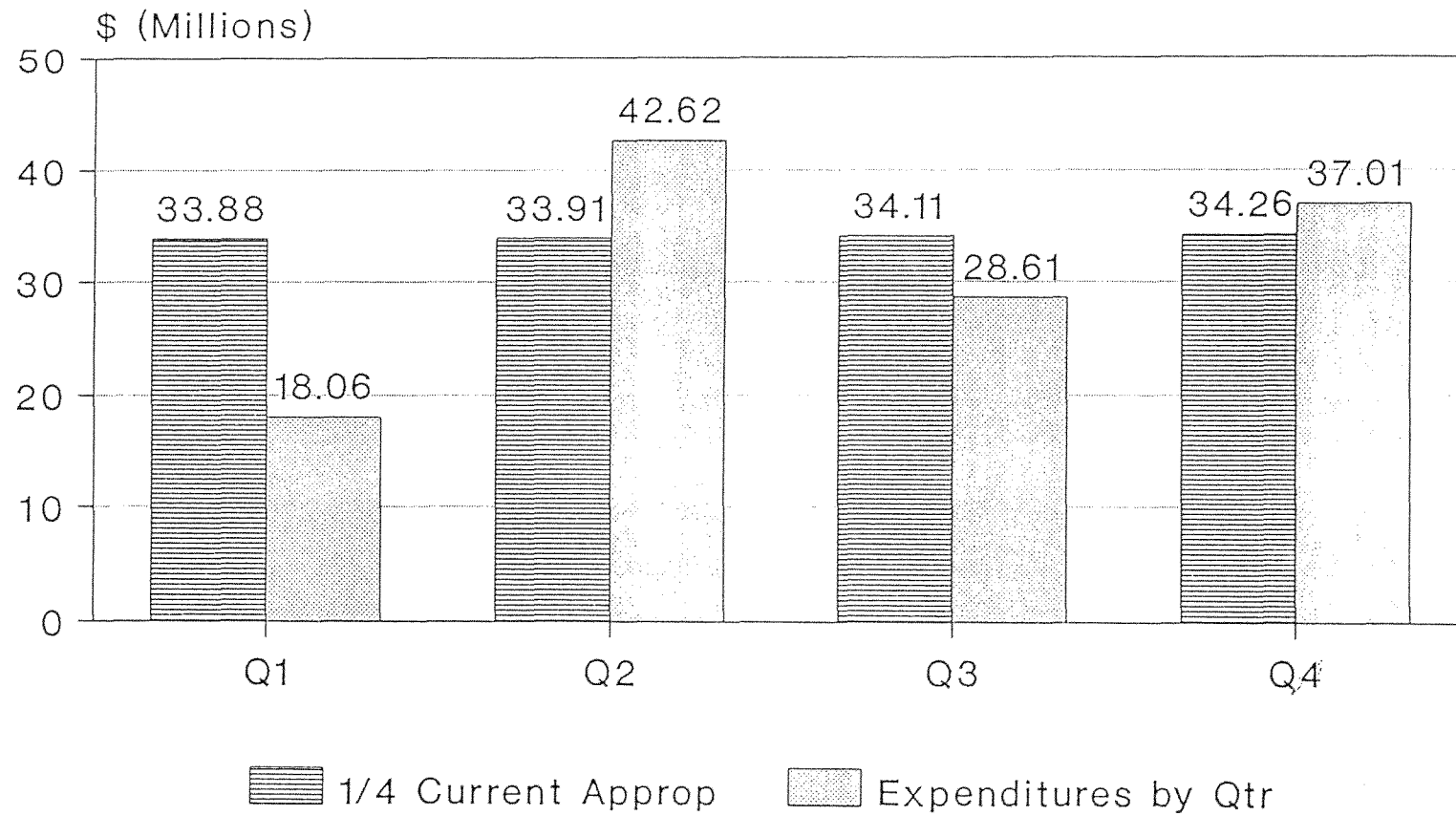
I have every reason to believe that these numbers will continue to drop.

FUTURE EXECUTIVE MANAGEMENT REPORTS

The reporting format for this report is different from past quarterly reports. I am very interested in whether or not you think the graphic presentation of the data is better. Please take time to complete the enclosed questionnaire.

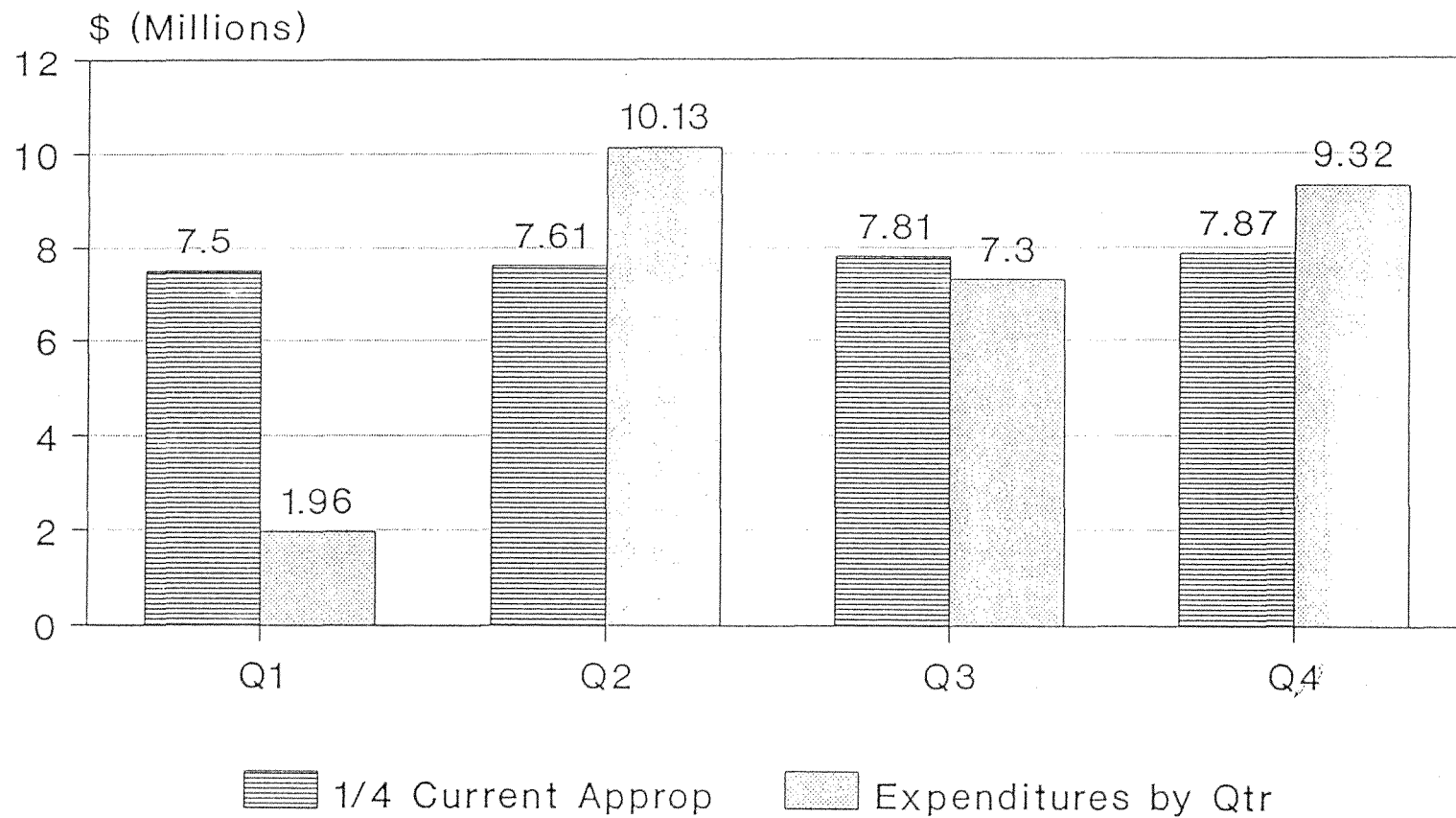
Also, please indicate program reports that you would like to have from the departments and elected officials as part of the first quarter report in October for the new fiscal year.

Overall County FY 1989-90 General Fund



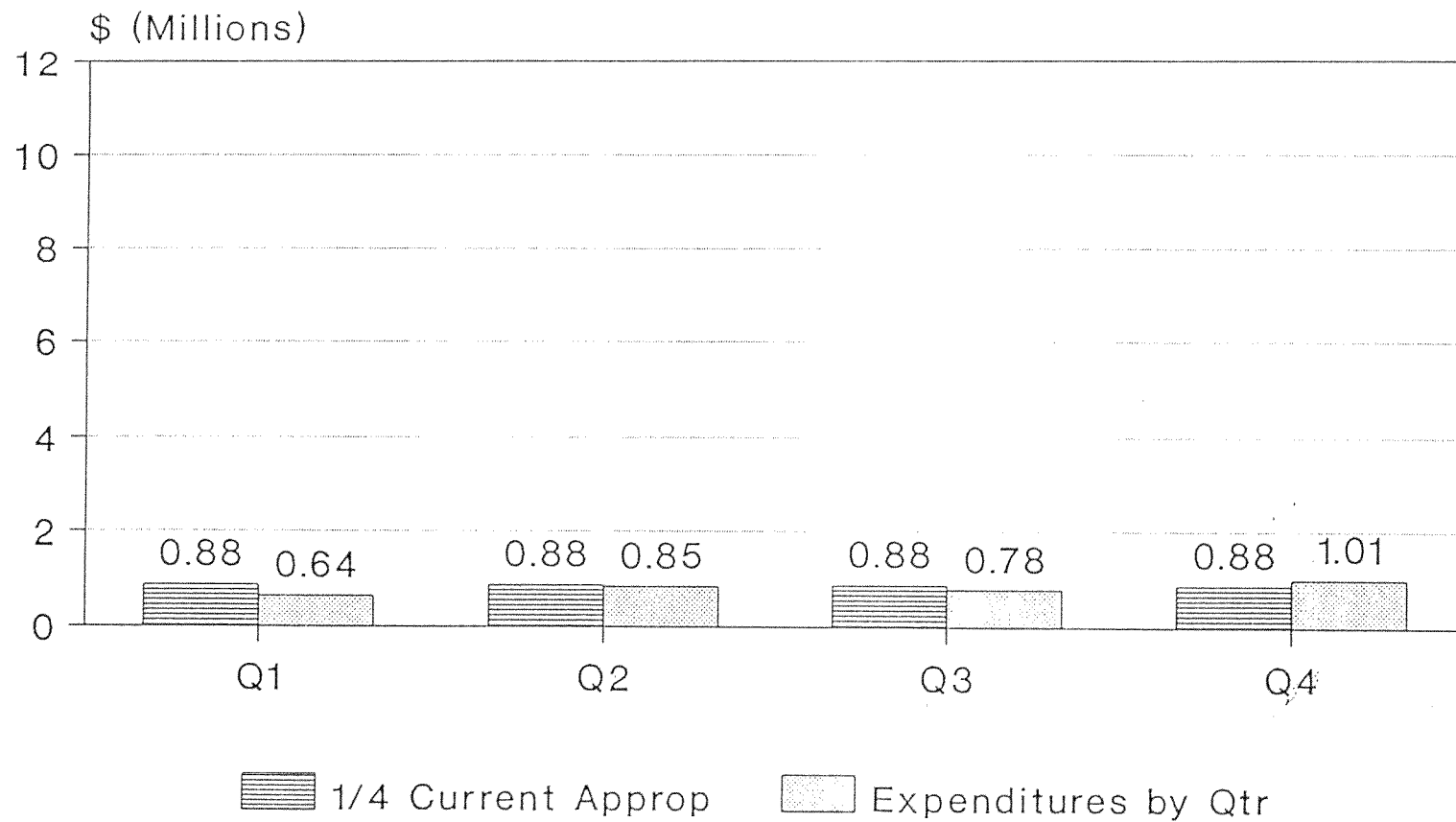
County has spent 92.2% of \$137M budget

Department of Human Services
FY 1989-90
General Fund



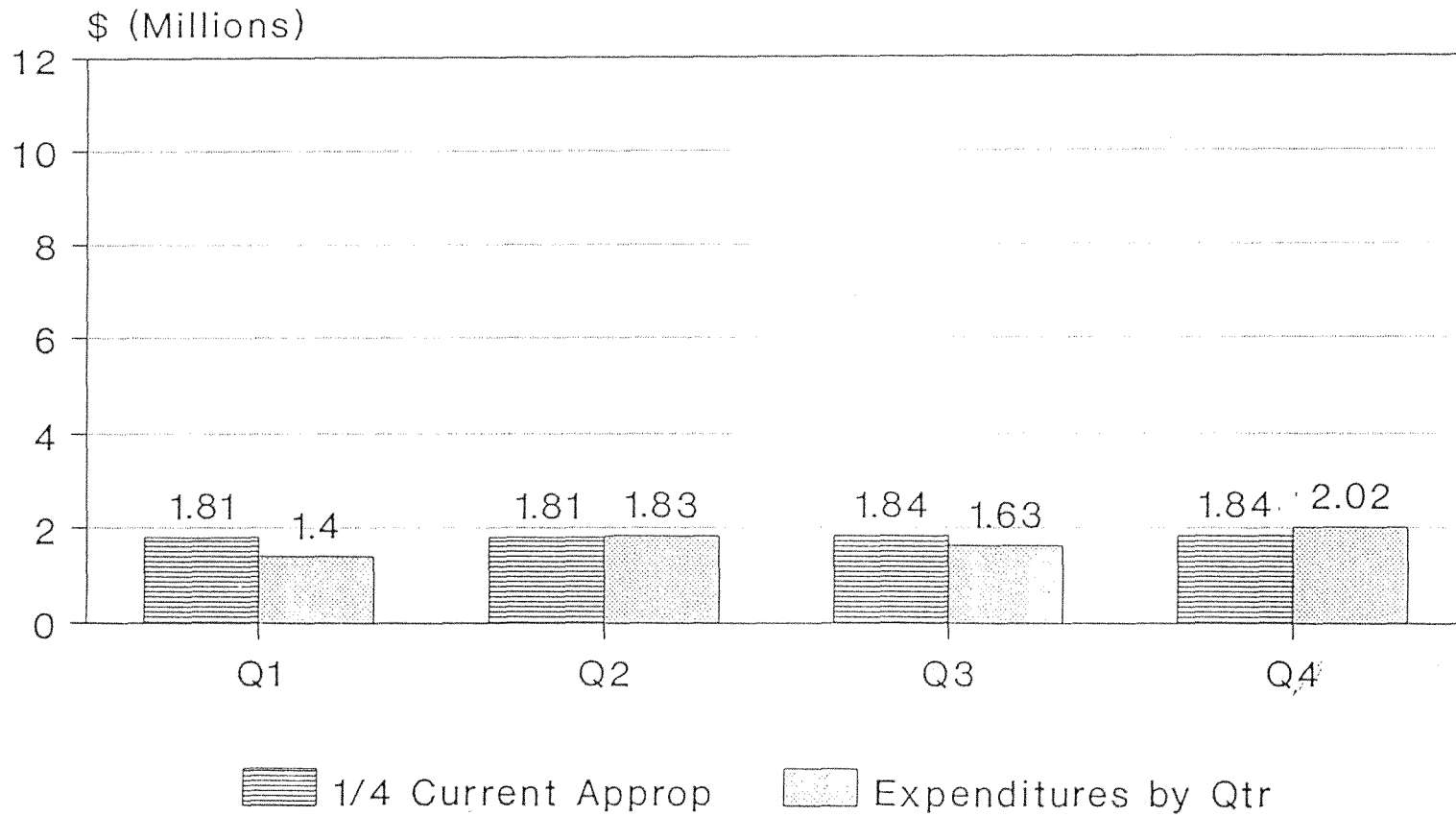
Dept has spent 91.2% of \$31.5M budget

Department of Justice Services FY 1989-90 General Fund



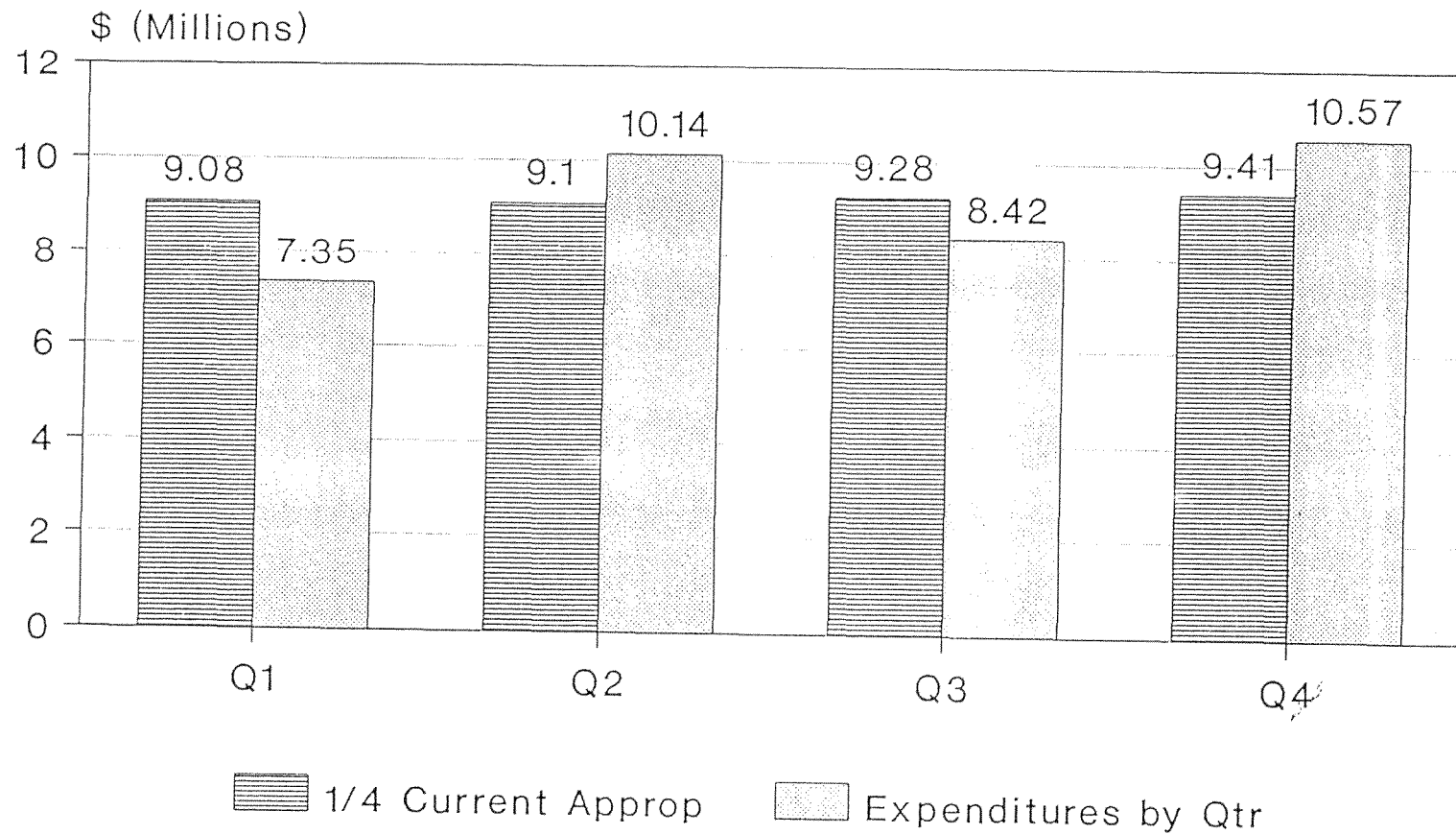
Dept has spent 92.7% of \$3.5M budget

District Attorney FY 1989-90 General Fund



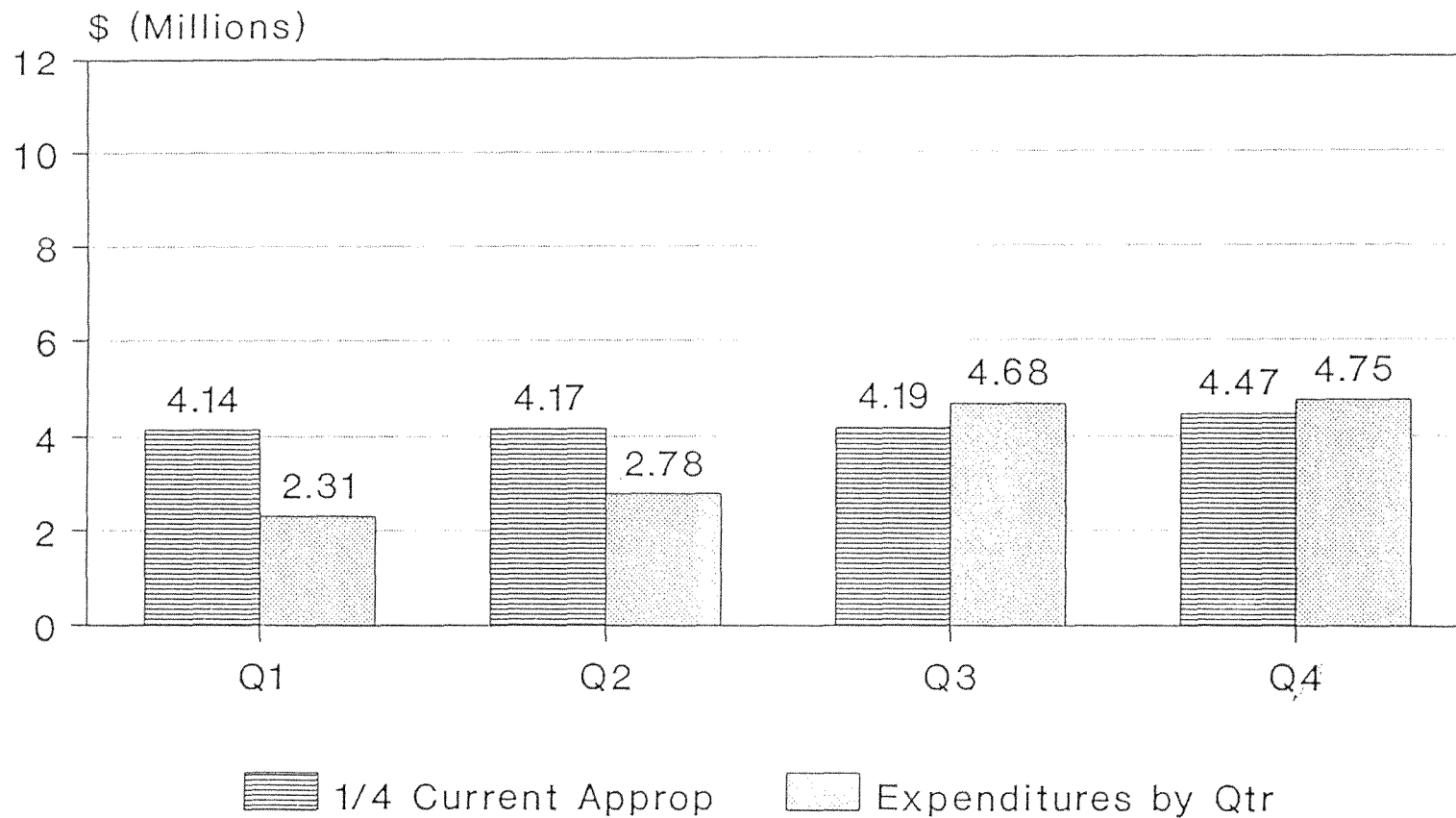
Dept has spent 93.4% of \$7.4M budget

Sheriff's Office
FY 1989-90
General Fund



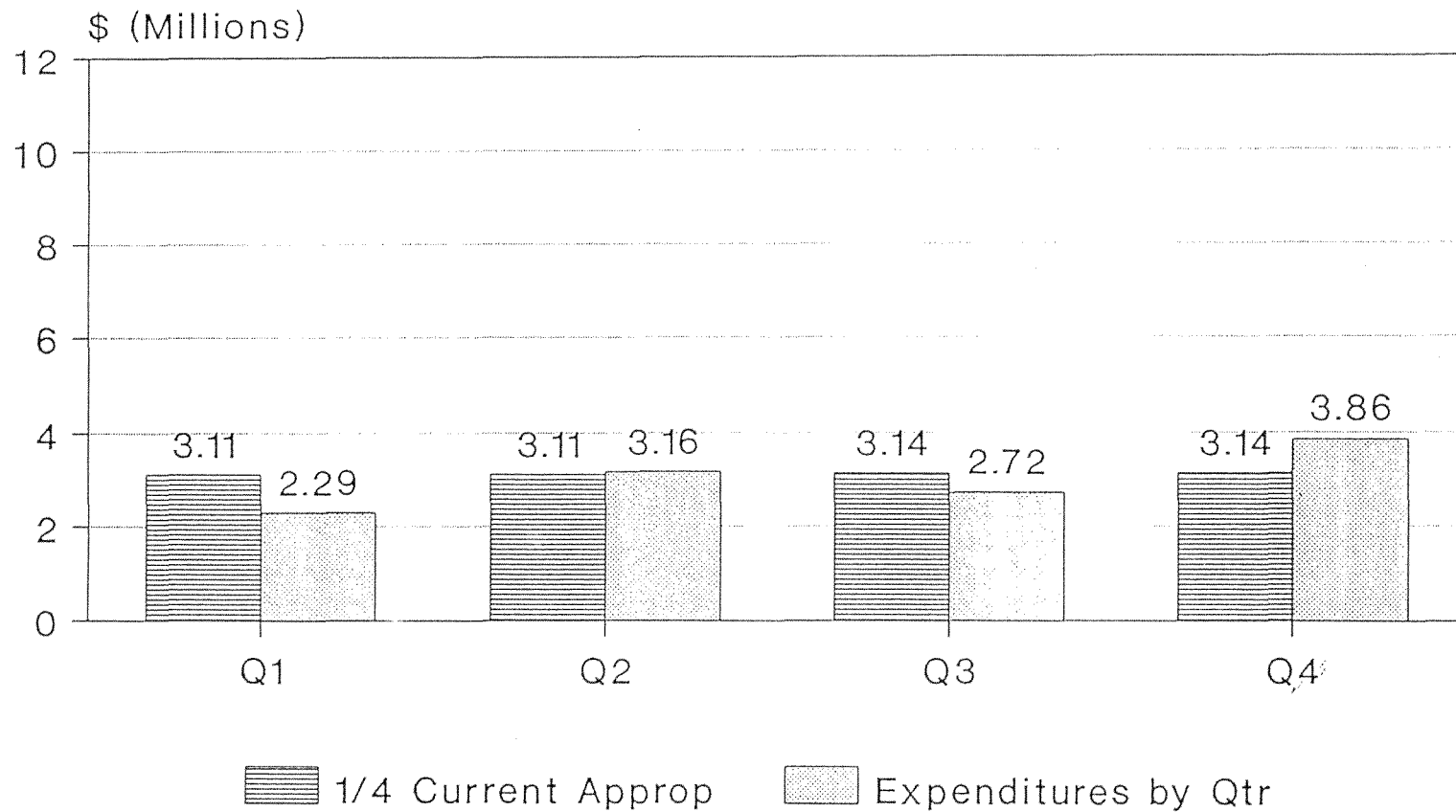
Dept has spent 96.9% of \$37.6M budget

Department of Environmental Services FY 1989-90 General Fund



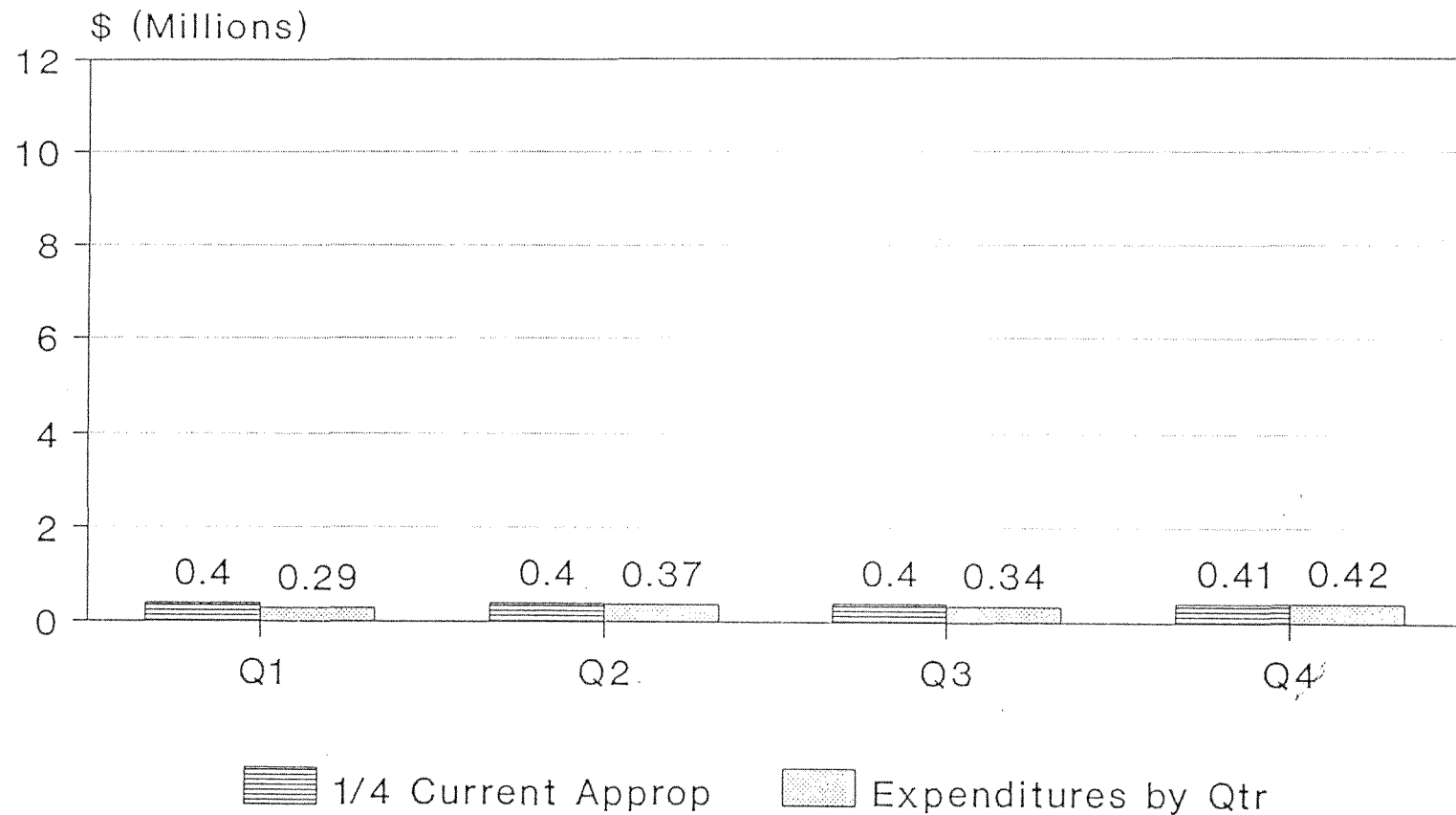
Dept has spent 81.0% of \$17.9M budget

Department of General Services FY 1989-90 General Fund



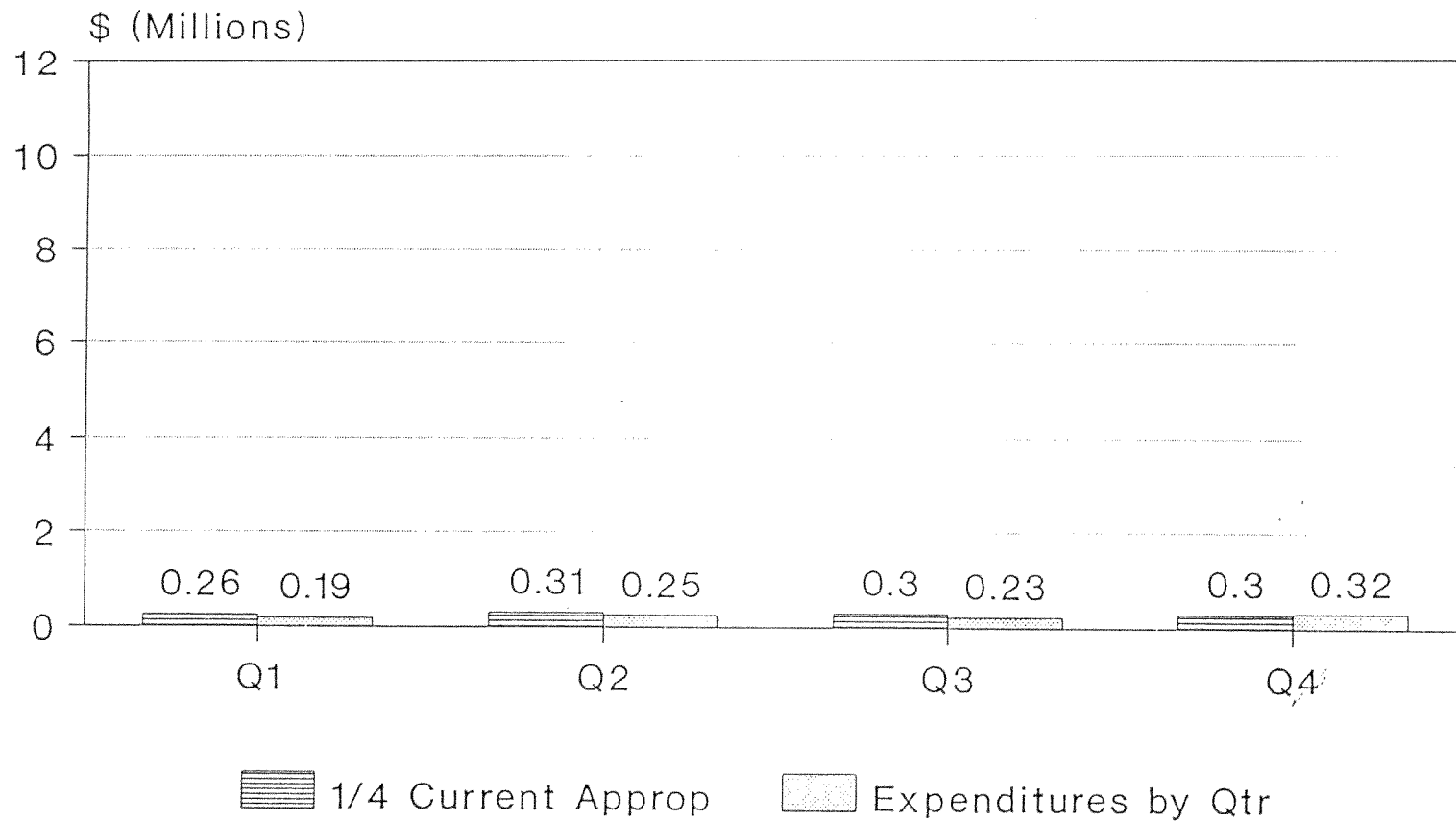
Dept has spent 95.7% of \$12.6M budget

Multnomah County Chair's Office FY 1989-90 General Fund



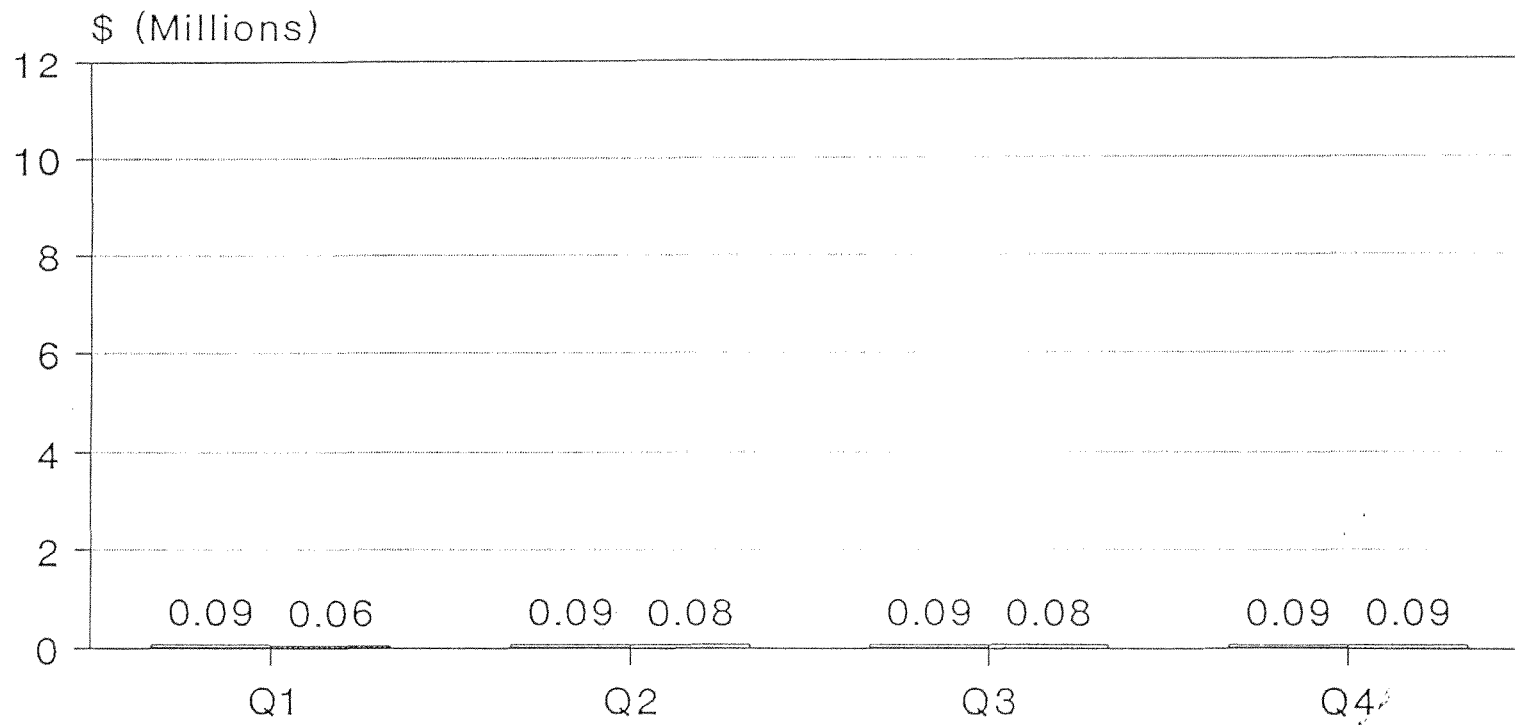
Dept has spent 87.4% of \$1.6M budget

Board of County Commissioners FY 1989-90 General Funds



Dept has spent 82.3% of \$1.2M budget

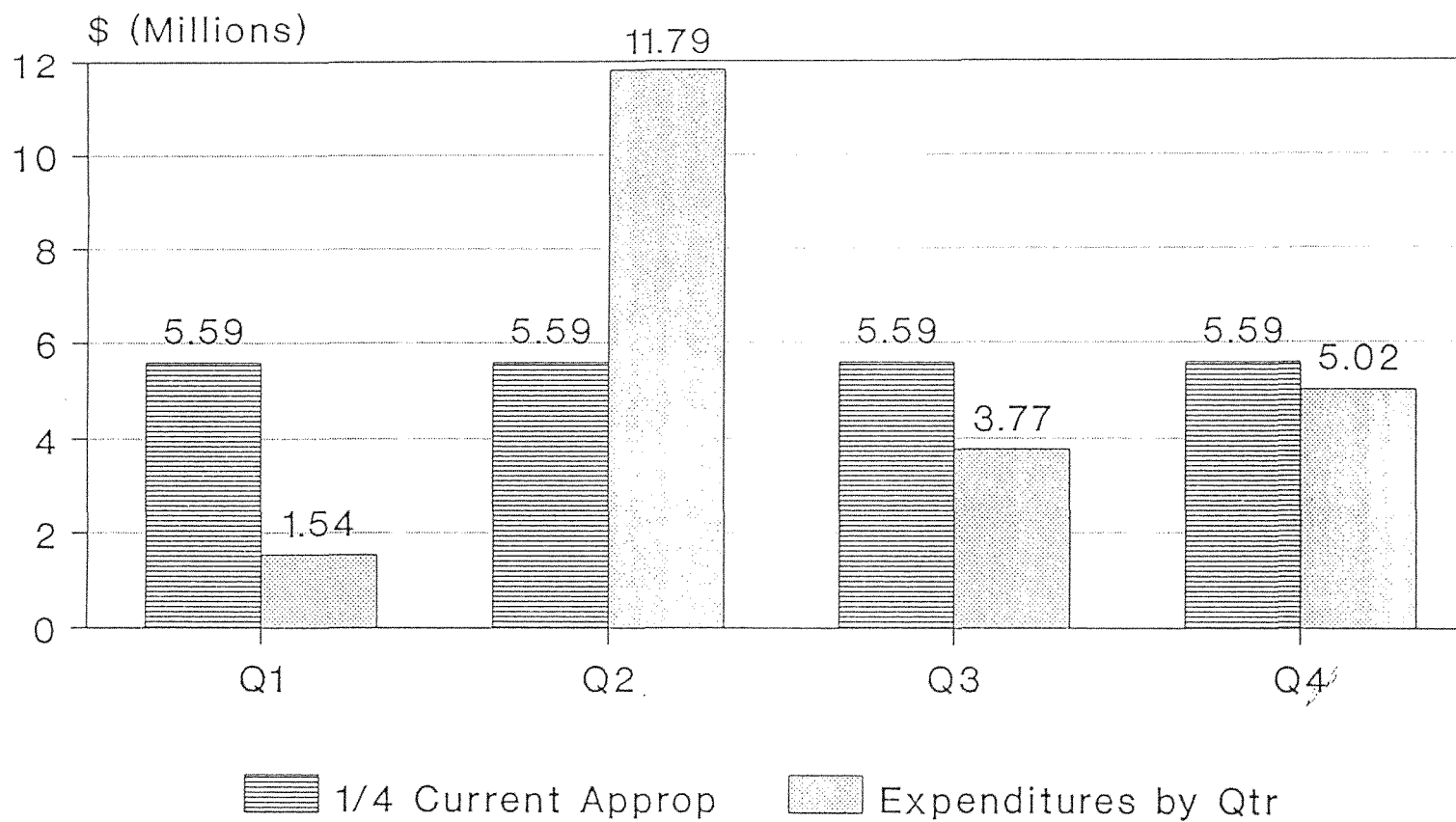
Multnomah County Auditor
FY 1989-90
General Fund



 1/4 Current Approp  Expenditures by Qtr

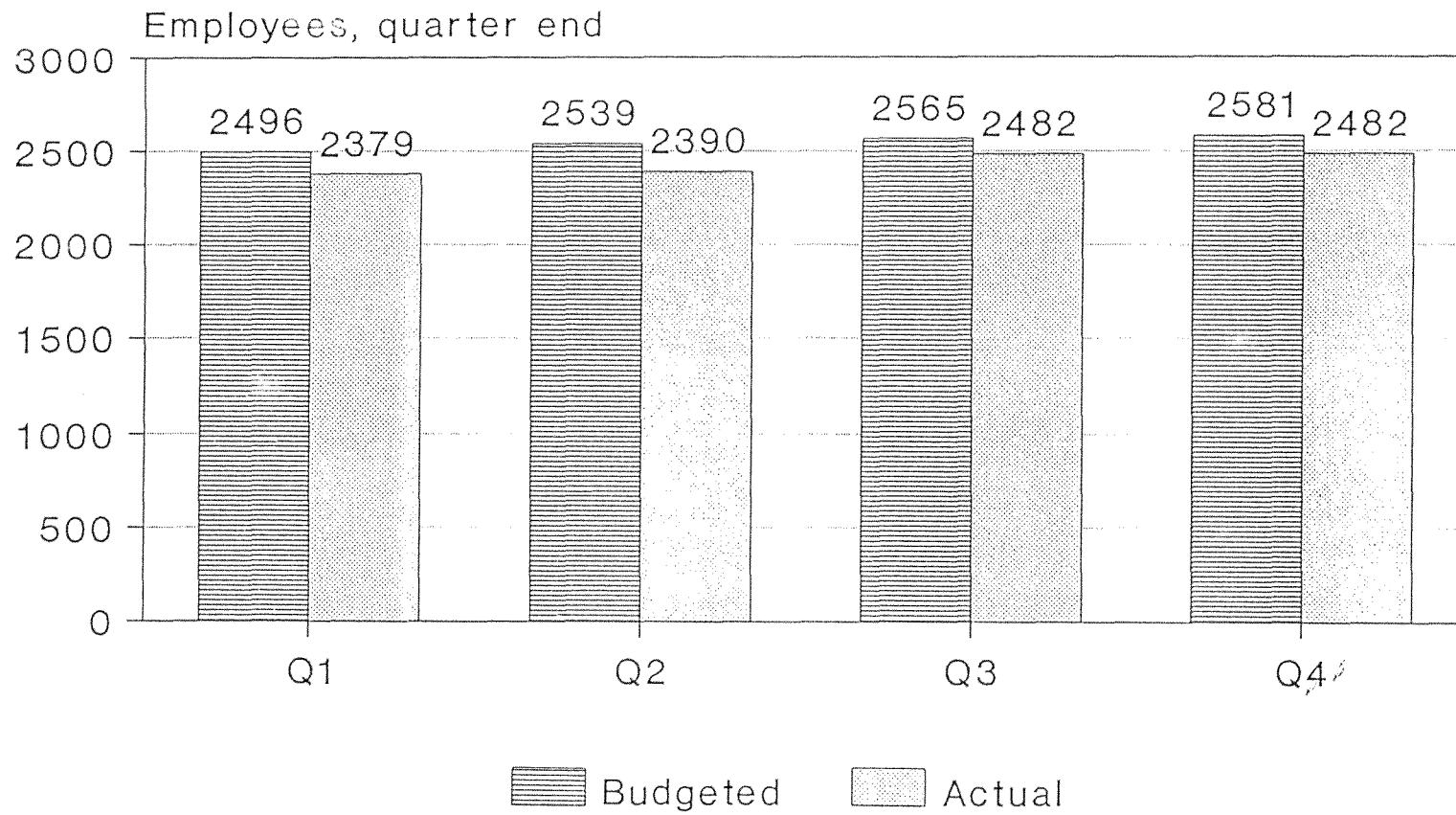
Dept has spent 89.9% of \$.38M budget

All Other Nondepartmental FY 1989-90 General Fund



Dept has spent 98.86% of \$22.4M budget

TOTAL COUNTY
FY 1989-90
All Funds

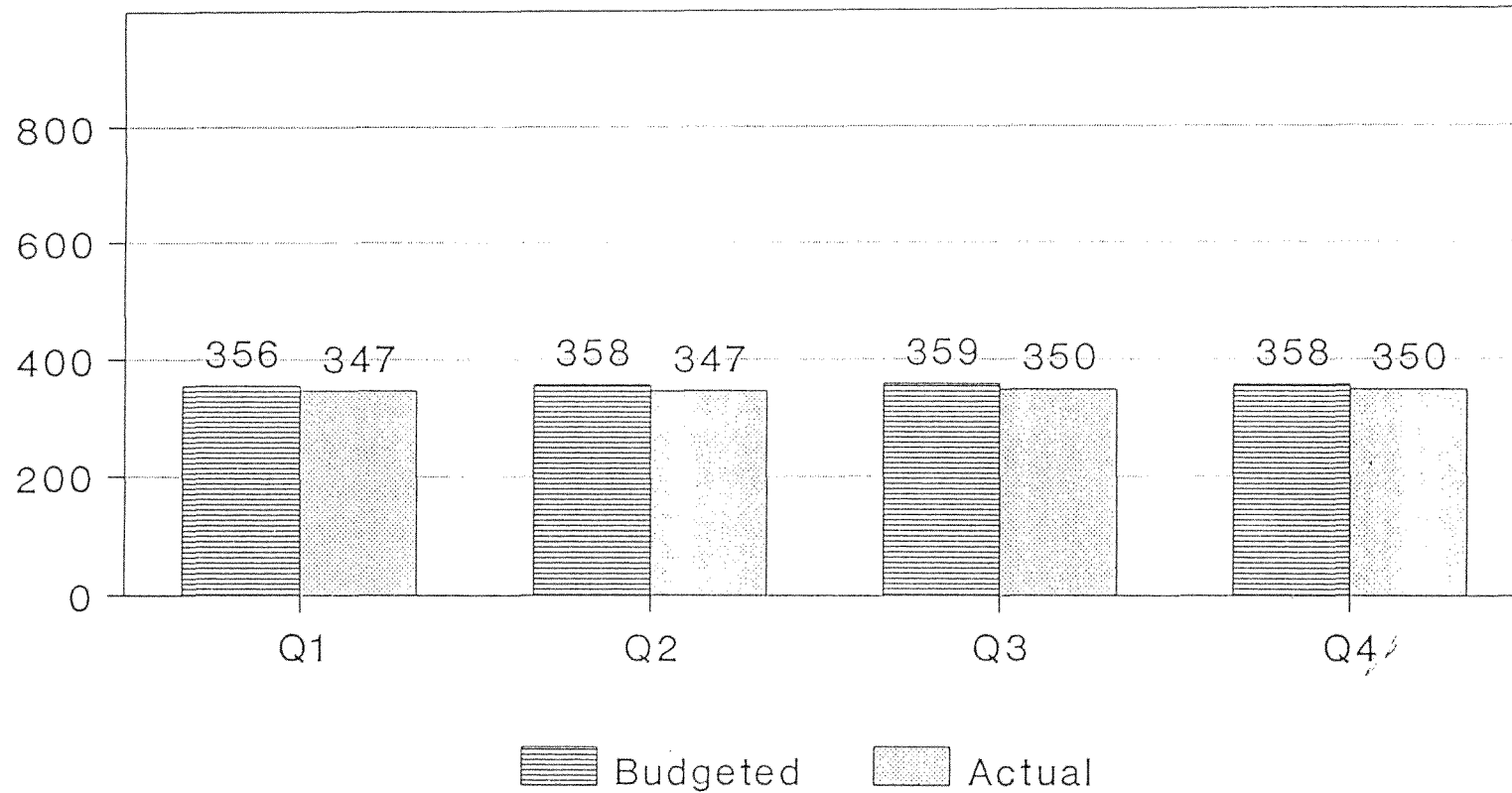


DEPT OF ENVIRONMENTAL SERVICES

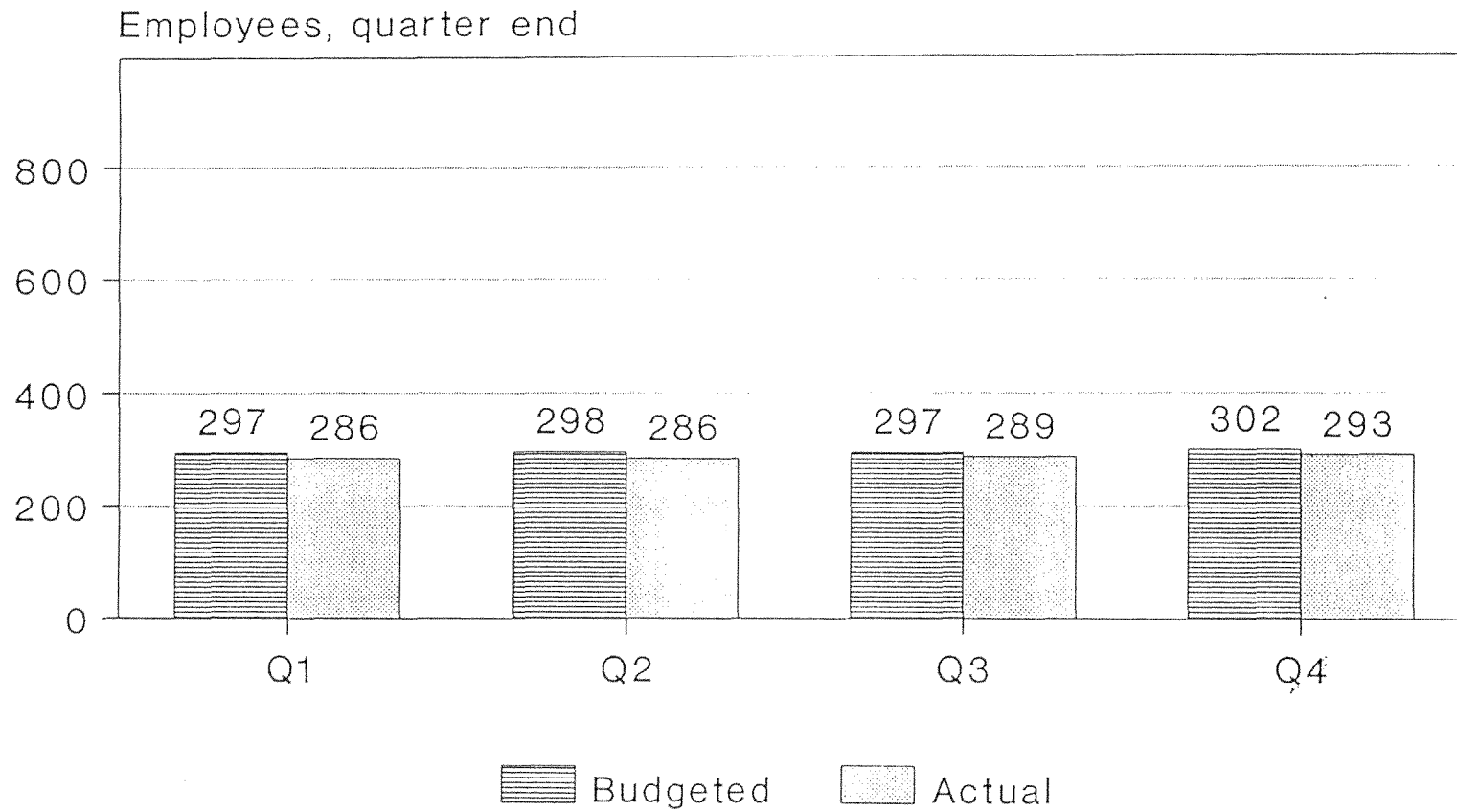
FY 1989-90

All Funds

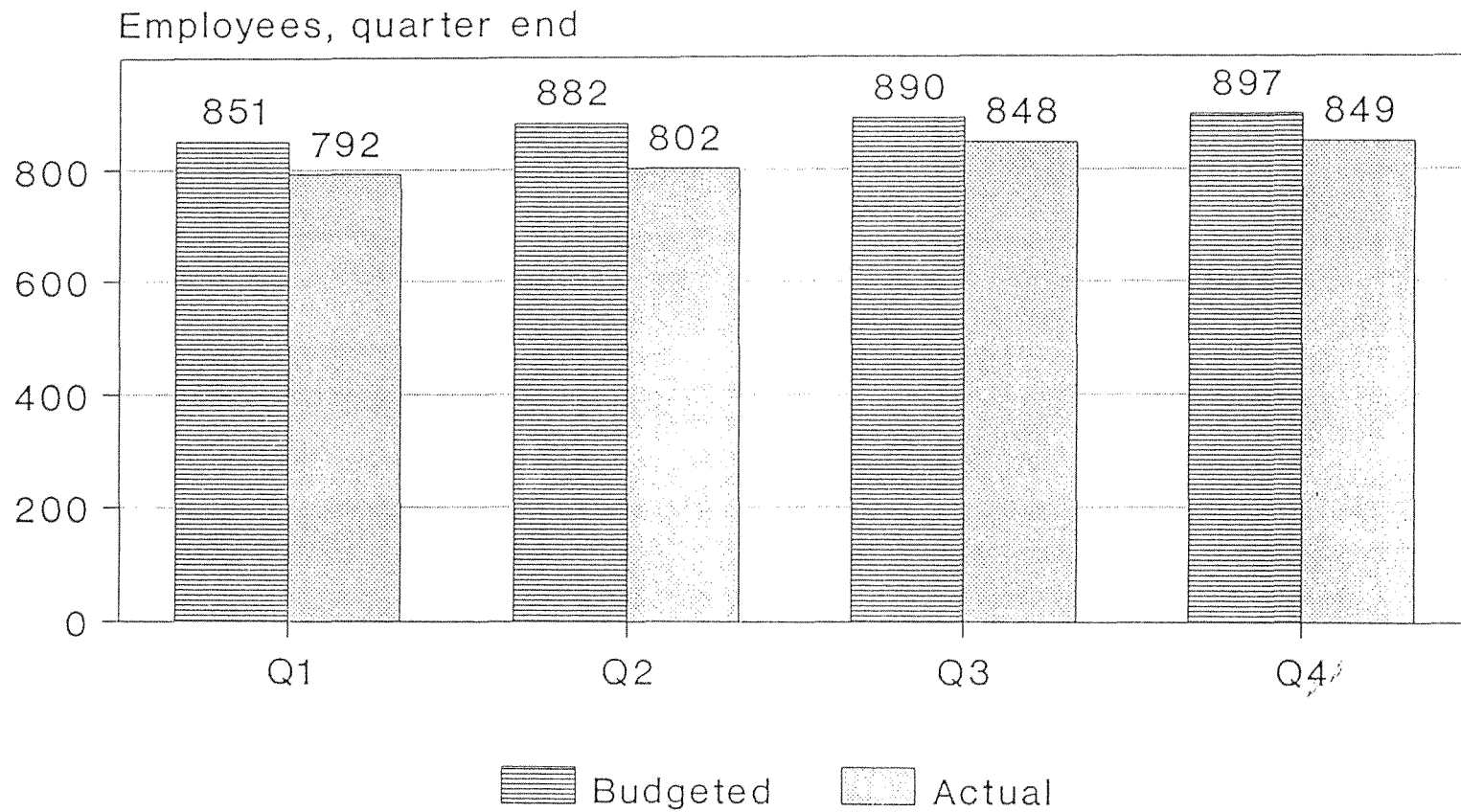
Employees, quarter end



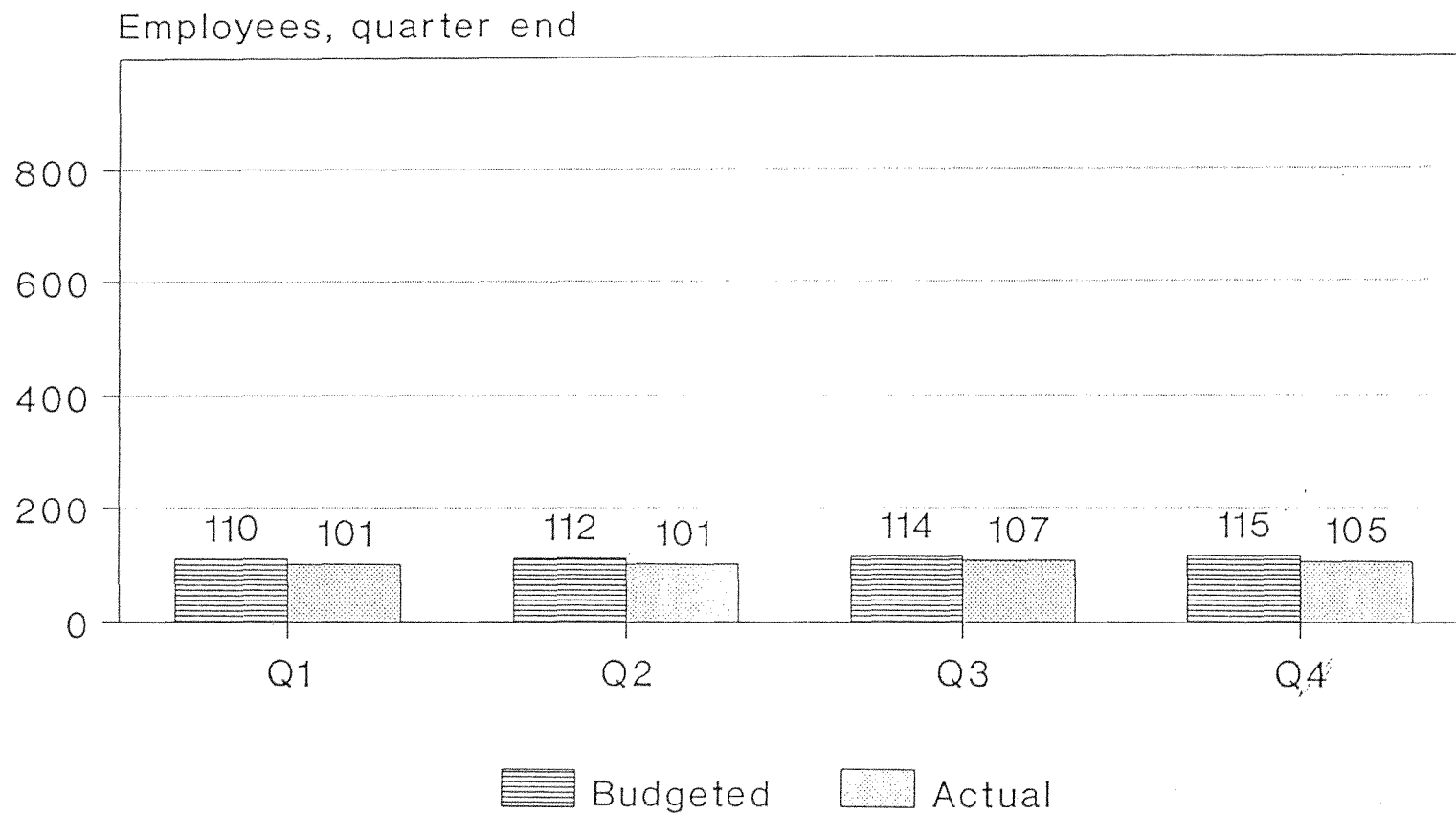
DEPT OF GENERAL SERVICES
FY 1989-90
All Funds



DEPT OF HUMAN SERVICES
FY 1989-90
All Funds



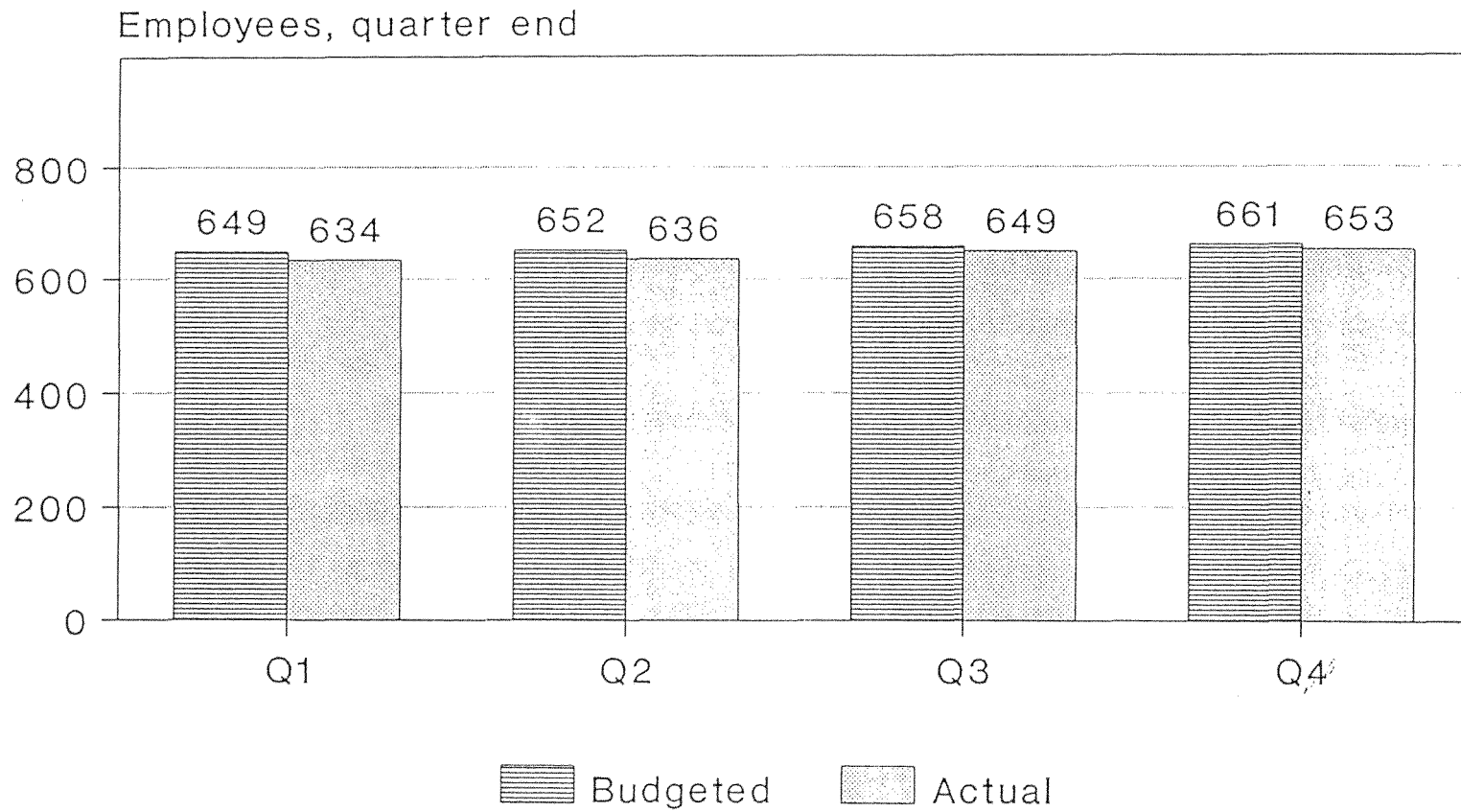
DEPT OF JUSTICE SERVICES
FY 1989-90
All Funds



SHERIFF'S OFFICE

FY 1989-90

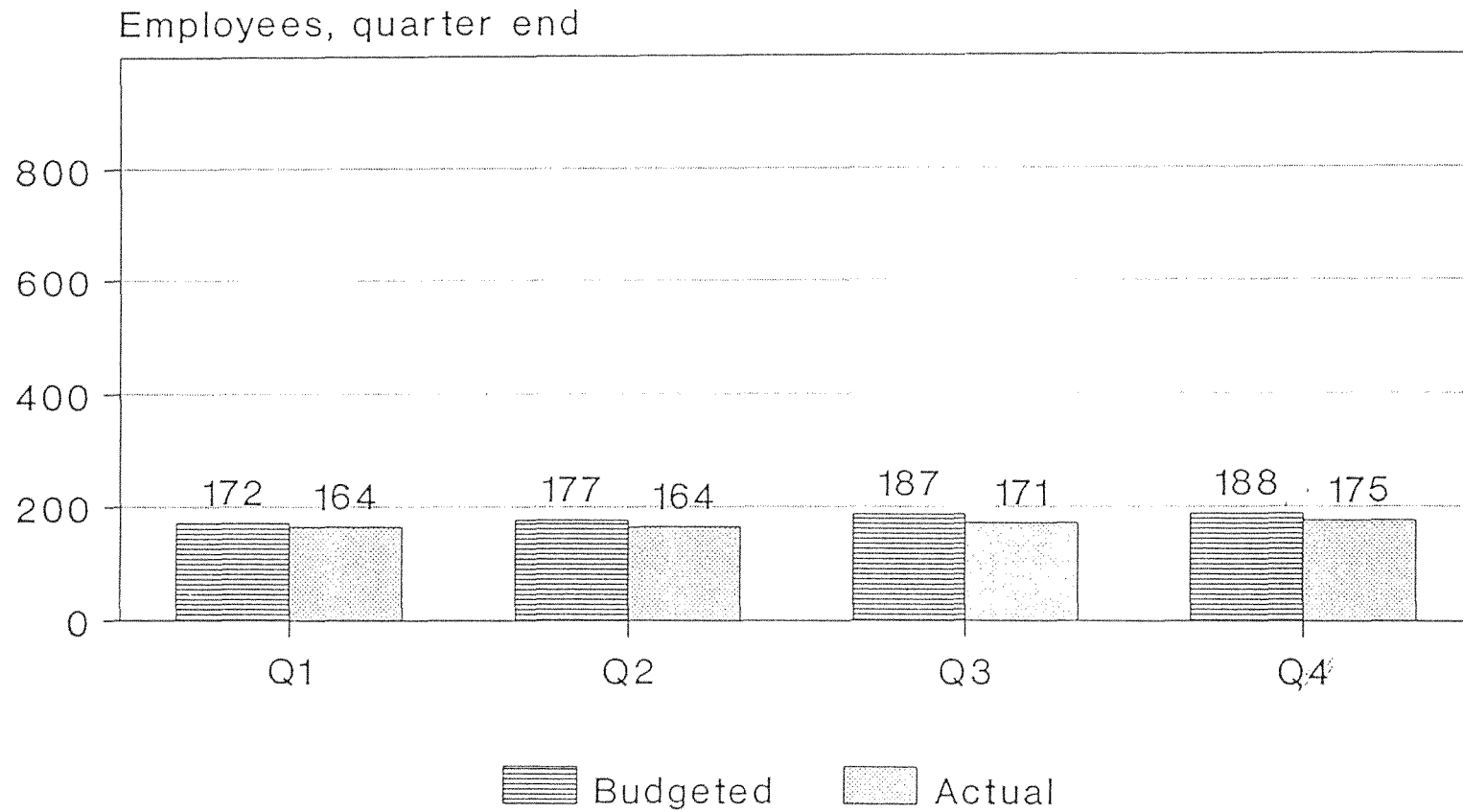
All Funds



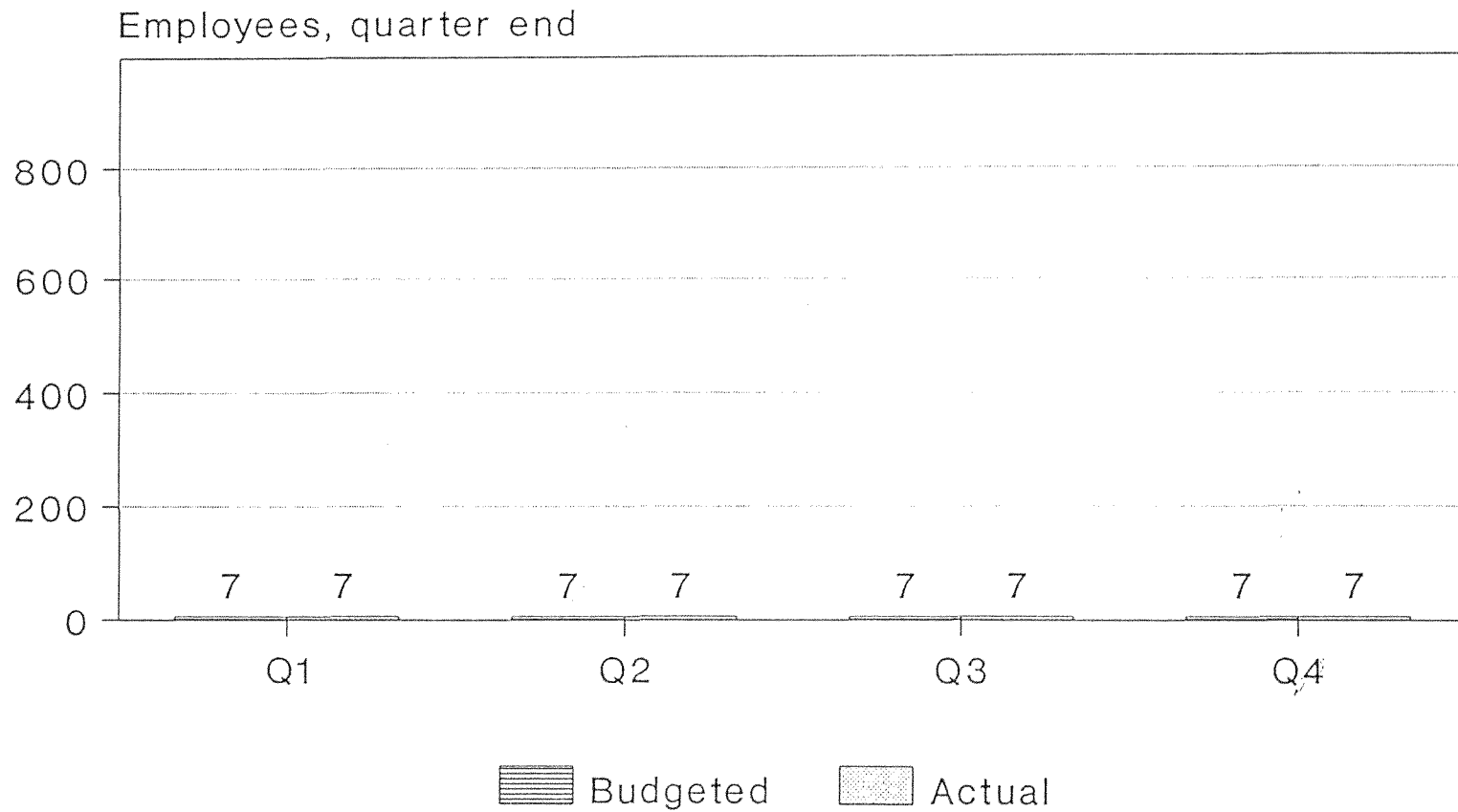
DISTRICT ATTORNEY

FY 1989-90

All Funds



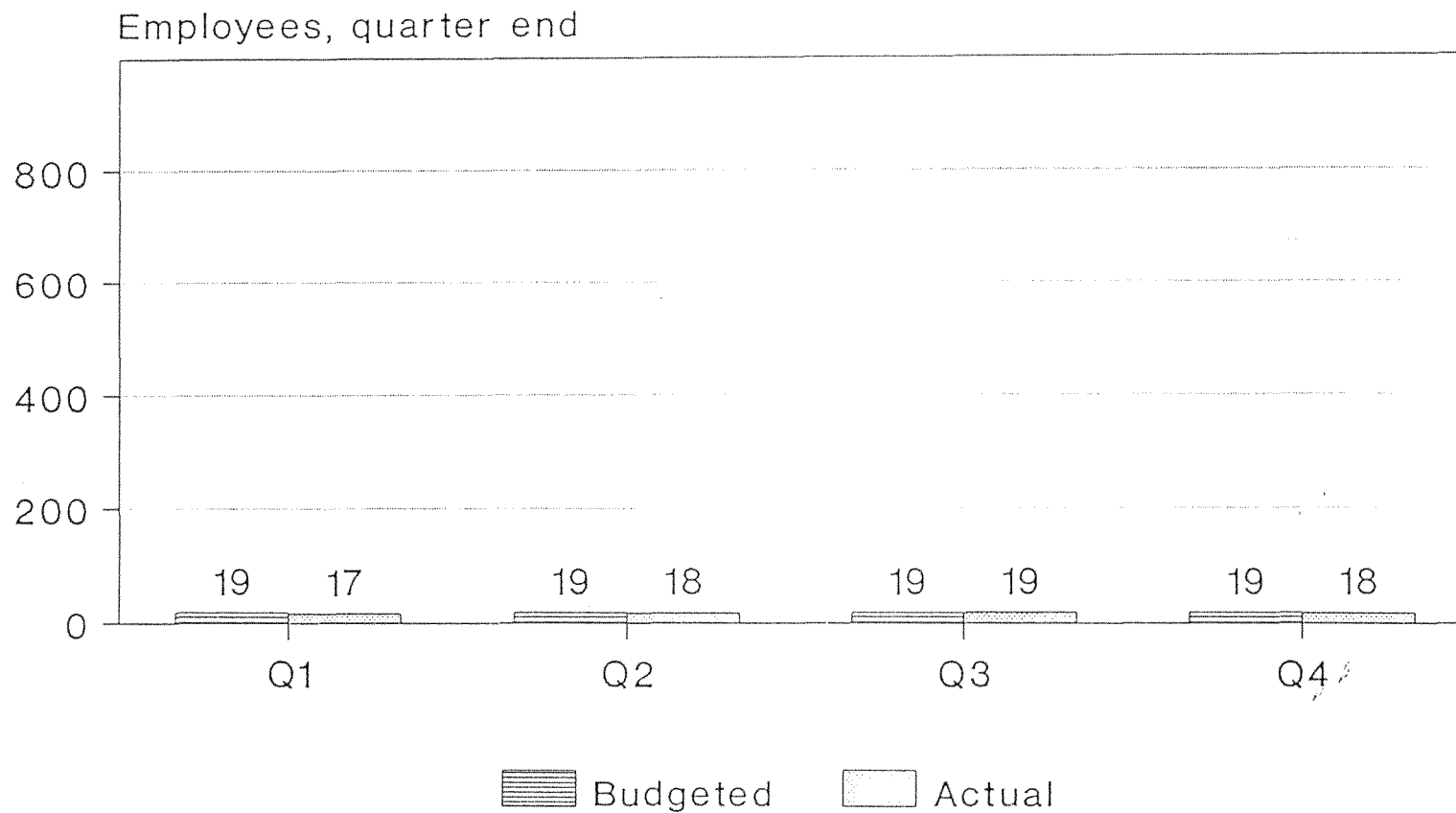
AUDITOR
FY 1989-90
All Funds



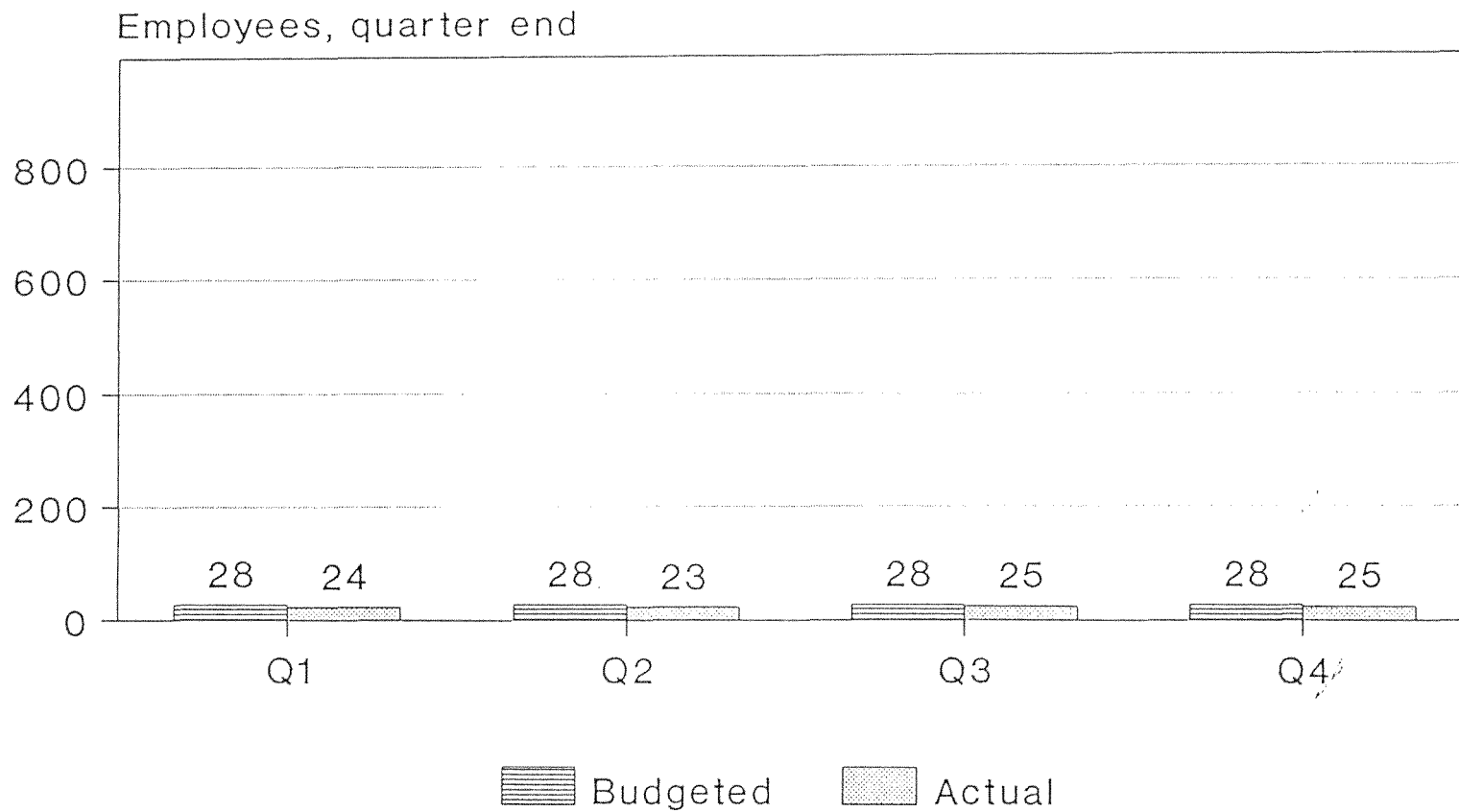
BOARD OF COUNTY COMMISSIONERS

FY 1989-90

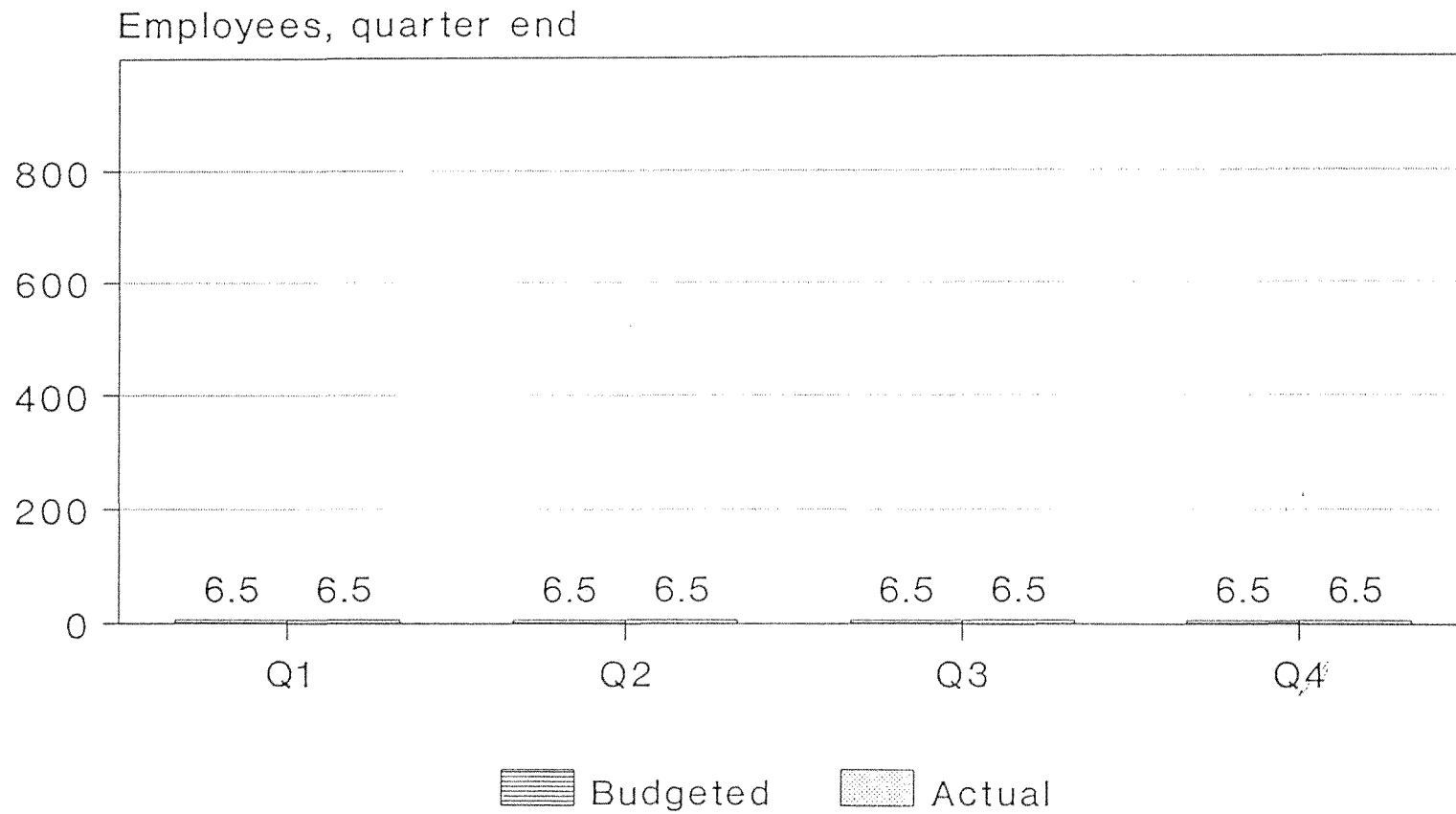
All Funds



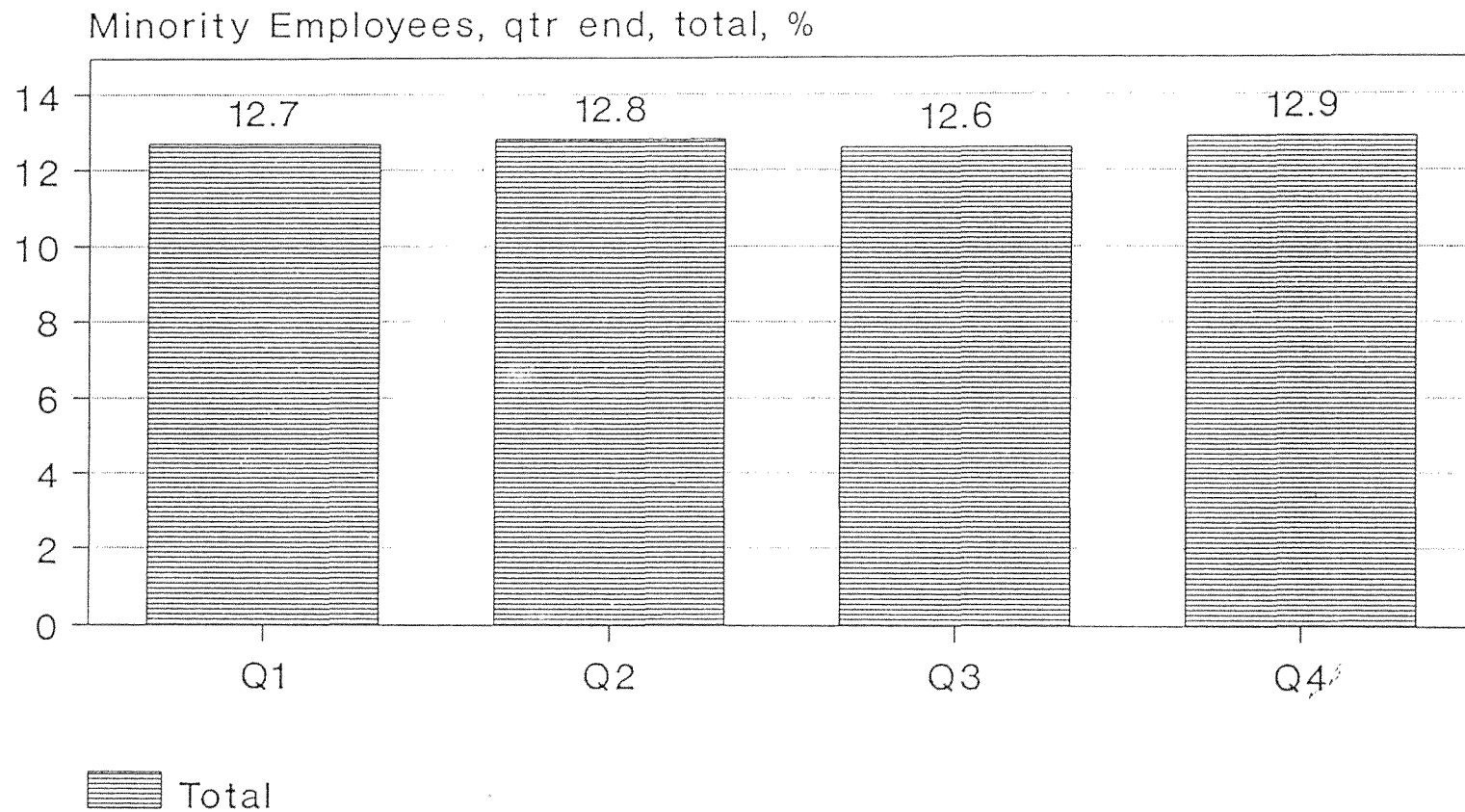
CHAIR'S OFFICE
FY 1989-90
All Funds



OTHER NON-DEPARTMENTAL FY 1989-90 All Funds



TOTAL COUNTY FY 1989-90 Affirmative Action



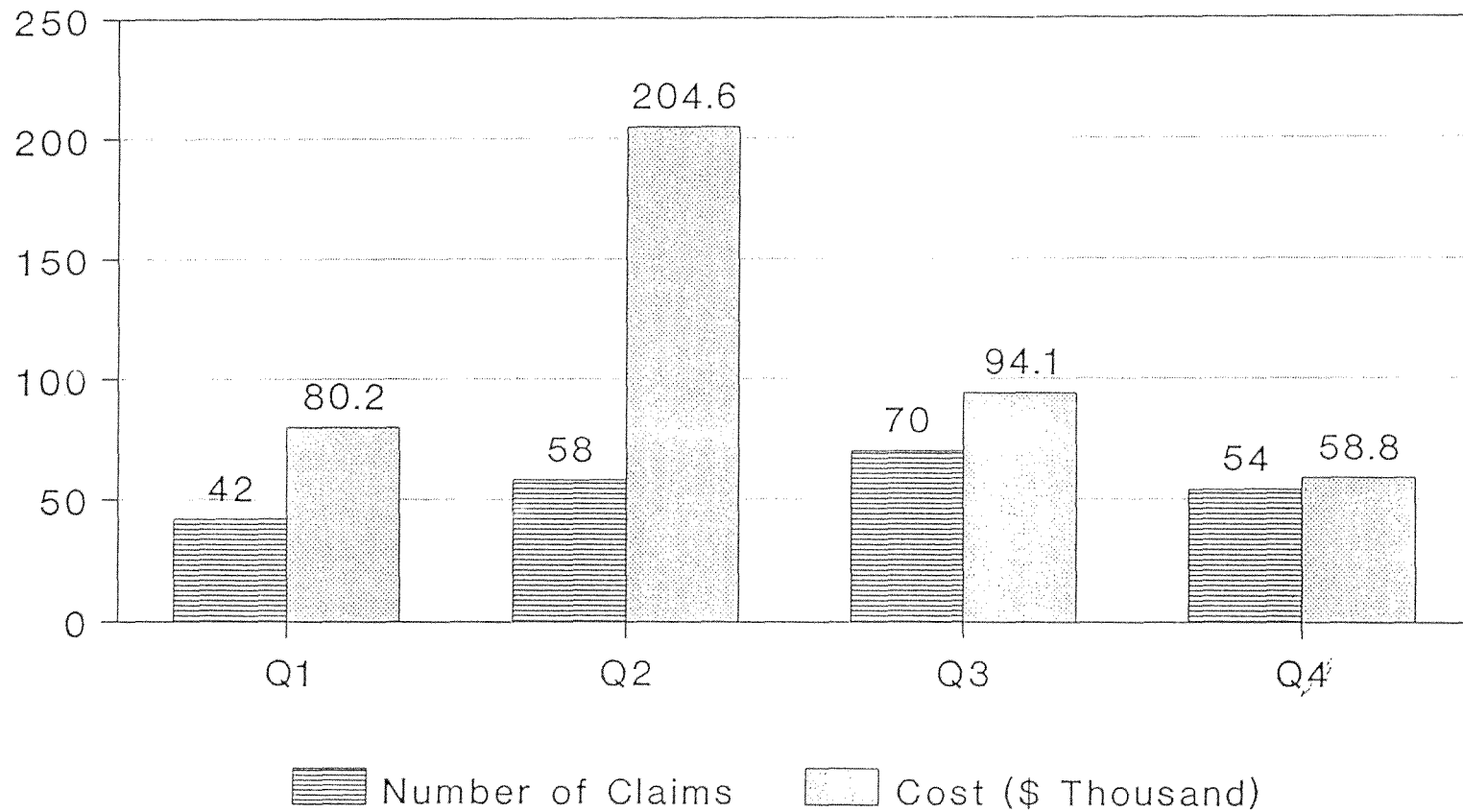
Minorities in gen'l pop. equal 11.1%

TOTAL COUNTY FY 1989-90 Affirmative Action



Minorities in gen'l pop. equal 11.1%

TOTAL COUNTY
FY 1989-90
Workers' Compensation



Cost include reserves

QUARTERLY EXECUTIVE MANAGEMENT REVIEW FORMAT
Organization Department of Environmental Services

Program/Project: Zoning Code Enforcement

Key Measurable Objective: Timely Abatement of Violations

OTO: _____ ONGOING PROGRAM _____ X
 (One Time Only)

Funded Level: (include match, administration and other related costs)

 FTE's (Full-Time Employees): _____ Budget \$ _____

 Current Staffing Level Permanent FTE's: _____

Handled within Department budget, and by contracts with cities.

Progress Report

- County Zoning Code enforcement is complaint driven.
- The enforcement process is slow. Total elapsed time from complaint to resolution can take from four to six months, or even years for a persistent violator.
- Usually the penalty is toothless. No provisions in law for a fine.
- We have more than 200 cases on "active" pre-law suit status.

Summary of the Abatement Process

- Complaint is received by County Planning and referred to Gresham or Portland Building Inspection for field check. Two to four week report response time, in writing.
- County Planning sends notice to property owner, 30 days to abate.
- City inspectors check for corrective action and notify County Planning in writing. Two to four weeks report response time.
- Non-compliance cases referred to County Counsel. Counsel notices property owner, 30 days to abate.
- After 30 days, Counsel requests a 3rd inspection prior to filing a law suit, and may ask for more inspections as the case proceeds.

Future indepth briefing? Yes X No _____

QUARTERLY EXECUTIVE MANAGEMENT REVIEW FORMAT
Organization Department of Environmental Services

Program/Project: Urban Growth Planning

Key Measurable Objective: Establish Regional Goals and Objectives for management of Urban Growth in the region.

OTO: _____ ONGOING PROGRAM _____
(One Time Only)

Funded Level: (include match, administration and other related costs)

FTE's (Full-Time Employees): N.A. Budget \$ _____

Current Staffing Level Permanent FTE's: _____

Progress Report

- The UGB is essential for more efficient, compact patterns of growth, and to curtail urban sprawl.
- The present UGB contains enough vacant land to accommodate development needs for the projected 20 year metro population increase of 500,000. Washington County has the largest share of vacant land within the UGB.
- Pressure will intensify for UGB changes, generated by jurisdictional competition for industrial and commercial tax base, and for housing needs.
- There are extensive "exception areas" outside the UGB, where land has already been divided into small parcels, or is not suitable for agriculture or forest production.

Clackamas County has the largest share of "exception areas" but Multnomah County has "exception areas" in Orient, Pleasant Valley, and West Hills.

- Authority to establish and manage the UGB is vested with METRO. The current METRO study of Regional Urban Growth Goals and Objectives began in early 1989. Gladys McCoy and Lorna Stickel represent Multnomah County on the Policy and Technical Committees.
- The study results will be a policy framework to guide regional land use planning, coordinated transportation planning, and protection of natural resources.

Quarterly Executive Management Review

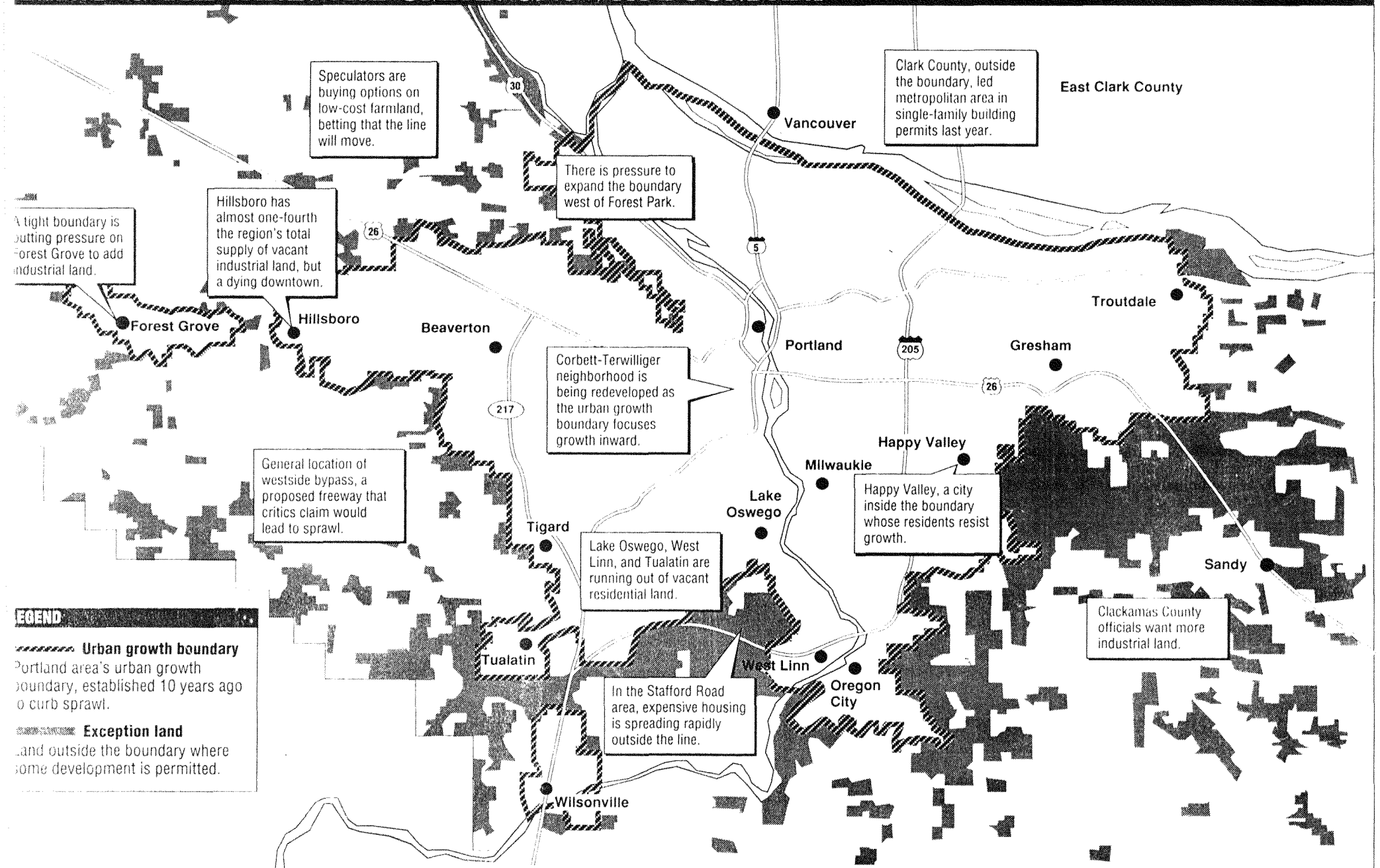
DES

Page Two

- The draft goals and objectives are being reviewed in a series of public hearings and will go to the METRO Council for adoption in late 1990.
- After METRO adopts the policy framework, the next step will be METRO adoption of procedures for UGB amendments, and a revised UGB.
- METRO must then adopt the Urban Growth Reserves, dealing with the difficult issue of remaining "exception lands".
- After the METRO changes are in place, counties and cities will need to amend their comprehensive plans for conformity.

Future indepth briefing? Yes X No

DRAWING THE LINE: THE URBAN GROWTH BOUNDARY



Quarterly Executive Management Review Format
Organization Department of General Services
Period ending June 30, 1990

Program/Project: Develop Viable Classification and Compensation Plan for the County

Each DGS Division had one or more specific Service Improvement Projects in their work plans last year.

Key Measurable Objective:

Implement new classification point factor system and salary schedules accepted by Bargaining Units.

OTO: ✓ Ongoing Program Maintenance
(one time only)

Funded Level: (include match, administration and other related costs)

FTE's (Full-Time Employees): _____ Budget \$ _____

Current Staffing Level Permanent FTE's: _____

Progress Report

See attached.

Future in-depth briefing? Yes _____ No _____

**Classification and Compensation
Quarterly Report
4th Quarter 1989-90**

Colette Umbras
Classification/Compensation Analyst
August 2, 1990

Accomplishments

- Local 88 and ONA Classification/Compensation Agreements

Two-thirds of the Classification/Compensation Project have been completed. After two months of discussion and negotiation, in June both Local 88 and ONA reached an Agreement with the County on implementation of the non-exempt part of the study. Both were implemented effective July 1, 1990, and as of this date most discrepancies have been corrected. This was made particularly difficult due to the cost of living increase also taking effect July 1. Much of the credit for accomplishing this goes to Labor Relations, for pushing to reach agreement prior to July 1, and to the Payroll section, for actually ensuring that the employees got paid correctly.

During this time we had not been able to concentrate on the exempt portion of the Project. We have now distributed materials to all Department Heads for evaluation by their exempt staff on classifications, point factors, and resultant salary recommendations. The appeals process is in place to deal with exempt employee issues through the Department Head and, if necessary, to an appeals committee consisting of all Department Heads plus the Chair or her designee.

Obstacles

- Extraordinary regular and special workloads

It appears that recruitment and special project demands on staff are still increasing (where is that lull we've always heard about?), but staff will attempt to complete any outstanding non-exempt and exempt issues in the next few months.

First Quarter

- Completion of Exempt Classification/Compensation Project

Finalization of the exempt classification and compensation system, with an implementation package to take to the Board by October. This includes completion of the appeals process; presentation of the recommended new exempt salary schedule; and also a recommendation on implementation costs.

Begin training the new Personnel Analyst from the Library in the methodology of our new classification and compensation system in order to start a study for Library employees, both exempt and non-exempt, by October 1, 1990.

Compilation and distribution of the new non-exempt classification descriptions, with exempt to follow after appeals completed.

Development of a regular schedule of audits as part of maintenance of the new classification/compensation system.

Quarterly Executive Management Review Format
Organization Department of General Services
Period ending June 30, 1990

Program/Project: Service Improvement Project

Each DGS Division had one or more specific Service Improvement Projects in their work plans last year.

Key Measurable Objective:

To improve the quality of work and service to customers (support organizations) thereby producing savings both in real dollars or ability to absorb a greater workload.

OTO: _____ Ongoing Program ✓
(one time only)

Funded Level: (include match, administration and other related costs)
FTE's (Full-Time Employees): _____ Budget \$ _____

Current Staffing Level Permanent FTE's: _____

All DGS Divisions

Progress Report

Director's Office - Begin study and project to develop workload indicators and performance measurements in Support Services (Purchasing, Personnel, Finance).

Purchasing complete, moving forward with Personnel and Finance in FY 90-91.

Purchasing - Workload indicators and Purchasing newsletter.

Done.

Finance - See attached.

Board of Equalization - Relocate office to area more accessible to public.

Done.

Records - Better tracking of records to improve service to end users.

Done, installed new automated archive system.

Assessment & Taxation - Several, see attached.

Accomplished.

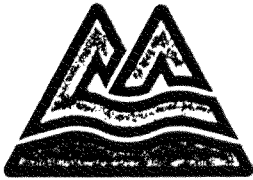
Elections - Produce Local Voters Pamphlet for March election.

Done. See attached for additional project - Birthday cards for 18 year olds.

ISD - Several, see attached.

Accomplished.

Future in-depth briefing? Yes _____ No _____



MULTNOMAH COUNTY OREGON

DIVISION OF ASSESSMENT & TAXATION
610 S.W. ALDER
PORTLAND, OREGON 97205-3603

TAX INFORMATION: (503) 248-3326
APPRAISAL SECTIONS: (503) 248-3367
RECORD MANAGEMENT: (503) 248-3375
ADMINISTRATION: (503) 248-3323

Thu, Jun 8, 1989

MEMORANDUM

TO: Linda Alexander
FROM: Janice Druian *[Signature]*
SUBJECT: Service Improvement Projects

Linda, attached are the specific parts of the work plans outlining service improvement projects for Assessment and Taxation. We have not included service improvement projects that are aimed solely at internal work efficiency. Service improvement projects that ultimately improve our customer service are:

APPRAISAL SECTION

- 1) Establishing and implementing standards for appraisal quality. In this project we will determine appropriate methodology to employ in the appraisal process, and identify specific standards for appraisal. The outcome of the project will be appraisals that meet the highest level specified by the Department of Revenue, and ultimately more equalization of the tax burden through more reliable appraisals of property.
- 2) Completion of physical appraisals in time to allow for audit and notification prior to May 1 deadline.--this will allow for Assessor Appeals and reduce the burden on the Board of Equalization.

- 3) Implementation of Performance plans for all employees¹--these plans will include an emphasis on customer service
- 4) Improved Public Service Skills--this project is aimed at the direct one on one skills of appraisers and clerical staff. (We are also going to review and improve our public handouts, so that we communicate better with the public about the appraisal and taxation process.)

TAX COLLECTION

- 1) Payment Processing--we will be installing new payment processing equipment. This will benefit the county by a quicker turn around on payments.
- 2) Use of Zip -4 and carrier coding project--This method of addressing taxpayer forms and envelopes is less expensive. The added savings can be used for an additional billing informing taxpayers with balances due of their status (a customer service objective).
- 3) Voice Mail--we will see if this technology can be used to reduce the time people are on "hold" when seeking information about their tax status.

RECORDS MANAGEMENT

Records Management is an area in A&T that often gets unsolicited complements from the public for courteous, prompt attention given by the people at the counter. However, we would like to get more specific information on how this section can provide better service. The section will start a project to get customer feedback on questionnaires distributed at the counters.

We will also start a project to reduce redundancy in this section. This will not only be a cost savings project, but will make things easier for the customer to access.

¹ As you know we plan on having up to date performance plans in the entire of A&T this year. Ultimately this will have a significant impact on customer service in each area.

**DEPARTMENT OF GENERAL SERVICES
FINANCE DIVISION
Dollar Savings/Service Enhancements
Fiscal Year 1989-90**

TOTAL SAVINGS OF \$109,420.00

\$ 9,420	Estimated 60,800 pieces of paper at .15 each eliminated. Estimated saving comes from paper reduction, computer print time, and staff handling in Payroll, General Ledger, and Accounts Payable.
\$20,000	SAIF Days program modified in Payroll system to reflect actual days worked.
\$45,000	Debt consolidation of Sheriff's Warehouse and Health Clinics will save the County approximately \$4,500 a year for 10 years.
\$35,000	Increased income over expenditures by paying for bank service charges rather than by idle cash balances.

SERVICE ENHANCEMENT

Payroll System

- On line real time implemented in Payroll.
- Implemented on line reporting and input of Sheriff's Office Time and Attendance Reporting System (SOTARS).
- Received recognition from PERS for one of the top annual reports.

Training

- Implemented training on administrative procedure relating to Financial Policies and Procedures.
- Cross training of staff implemented - will provide better service to users.

**Financial Controls
and Checks and
Balances**

- Commissary Accounting system implemented to ensure accurate tracking and enhanced internal control for inmate funds.
- Began auditing outside agencies related to Excise taxes.
- Processed Fair disbursement through County books for the first time. Internal Controls were implemented to ensure payments were made according to County policy.

DEPARTMENT OF GENERAL SERVICES
ELECTIONS DIVISION
QUARTERLY REPORT
4TH QUARTER 1989-90
ENDING JUNE 30, 1990

Presented by Vicki Ervin, Director

State of the Division

All personnel positions are filled. This quarter did not present any unanticipated work load.

Budget

Personal Services			
Adopted	\$	797,729	
Expended		768,610	
Remaining		29,119	3.6%
Materials and Services			
Adopted	\$	1,677,585	
Expended		1,523,391	
Remaining		154,194	9.1%

Significant Accomplishments

Two elections were held during this quarter. The first was the state primary election. This election was held at the polls and involved contracting for approximately 240 polling places. In addition we hired and trained more than 2,000 people to help as temporary workers in the elections office and as election day personnel at the polls and reception centers.

The second election was a special election held on June 26th. This election was held by mail and involved just over 93,300 registered voters.

Service Improvements for FY 1989-90

One of our most visible service improvements is our new program of mailing a birthday card and voter registration card to young people as they turn 18.

During this fiscal year we sent out 1,218 cards. Of those, we know of 208 who registered. This means we have had a 17% success rate for the program.

The birthday cards also generated telephone calls from appreciative young people who had already registered to vote.

**DEPARTMENT OF GENERAL SERVICES
INFORMATION SERVICES DIVISION
QUARTERLY REPORT
4TH QUARTER 1989-90**

State of the Division

There were a number of significant accomplishments which occurred during the last quarter of FY 1989-90:

- ▶ ISD transferred our WANG VS 5E to the Juvenile Justice Division where it is now installed and operational.
- ▶ A Systems Development Methodology based on information engineering concepts was completed and is now the standard by which new computer applications systems will be developed.
- ▶ Major new computer applications development efforts in Human Services, the Sheriff's Office, the division of Assessment and Taxation and in Animal Control continued on time and on budget. In addition:
 - 1) the project to replace the District Attorney's system completed the requirements definition phase and received the approval of the Data Processing Management Committee to proceed.
 - 2) the Juvenile Justice Division began a requirements definition for a replacement of their computer system which is no longer adequate for the changing environment in which they work.
- ▶ The voice communication section upgraded a number of the County's PBXs to support ISDN protocols and installed our first ISDN lines. These new lines allow both voice and data communication to take place simultaneously over the same physical link.
- ▶ The strategic decision to move to IBM's relational data base management system (DB2) was made and the necessary software and documentation have been ordered.

Budget

The actual revenue and expenditures were better than expected:

- ▶ expenditures were less than the budget in spite of some unanticipated payments which forced us to move money from Personnel to Materials

and Services near the end of the fiscal year.

- ▶ revenue exceeded the budget projections due to the continued use of the County's mainframe computer by the State Courts.

Milestones

Our workplan includes a number of significant milestones to be completed in the first quarter of FY 1990-91:

- ▶ the installation of InterOFFICE which will connect the City of Portland's and Multnomah County's Electronic Mail systems.
- ▶ the installation and testing of the DB2 data base management system.
- ▶ completion of the evaluation of bids for a new tape library sub-system and development of a project plan for installation of this new system in the 2nd quarter of 1990-91.

Service Improvement Projects

In reviewing the service improvements which the ISD completed this year, two things are seem obvious, 1) it is apparent that several of them resulted in improved efficiency or cost savings, 2) it is difficult to identify the actual dollar savings which may have resulted. For instance, the following service improvement projects were completed:

- ▶ the Telecommunications section installed voice mail and made it available to a number of County facilities.
- ▶ we installed a video link between the Downtown Detention Facility and the two facilities in Salem for remote arraignment and the taking of depositions without the transport of prisoners.
- ▶ the number of users on the Office Automation Network was increased and the number of individuals available through Electronic Mail increased by 50%.
- ▶ the speed of the County's central processing unit was increased thus providing better response time to computer video terminal users.
- ▶ new computer systems were installed in a number of areas which allowed repetitious manual tasks to be done faster and with greater accuracy.



MULTNOMAH COUNTY OREGON

DEPARTMENT OF HUMAN SERVICES
HEALTH SERVICES DIVISION
WESTSIDE HEALTH CENTER
426 S.W. STARK STREET, 4TH FLOOR
PORTLAND, OREGON 97204
(503) 248-5140

BOARD OF COUNTY COMMISSIONERS
GLADYS McCOY • CHAIR OF THE BOARD
PAULINE ANDERSON • DISTRICT 1 COMMISSIONER
GRETCHEN KAFOURY • DISTRICT 2 COMMISSIONER
RICK BAUMAN • DISTRICT 3 COMMISSIONER
SHARRON KELLEY • DISTRICT 4 COMMISSIONER

TO: Merlyn Reynolds
Office of Chair of County Commissioners

VIA: Billi Odegard
Multnomah County Health Division

FROM: Patricia Farrell, R.N. *Pat Farrell*
Health Services Administrator
Burnside Health Center

RE: Quarterly Review

Please find enclosed an overview and update on Burnside Health Center activities. I would be happy to provide any further information.



MULTNOMAH COUNTY OREGON

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BURNSIDE HEALTH CENTER
REPORT AND UPDATE
Multnomah County Health Division
426 SW Stark
Portland, Oregon
August 17, 1990

In December 1987, Multnomah County Health Division was granted funds under the federal Stewart B. McKinney Act to provide health services to the homeless. The development of this program entailed establishing a partnership with the small grassroots, nonprofit health clinics in the core area where homeless congregate, substance abuse treatment agencies, and Multnomah County Health Division.

The number of homeless in the County is estimated to be 17,000 by 1990. 2,005 of this population were served by this project in the first six months of 1989. In the first six months of 1990, 1301 homeless were served at Burnside Health Center for 4449 encounters. The typical client was a single male between the ages of 20 and 44 with no source of income. Thirty-six percent of the clients were women, half of whom were under the age of nineteen. Ethnic minorities comprised 32% of the population seen, with Black clients being the largest subgroup.

222 families with children were seen in shelters and referred for health services. 109 of these clients were children under 14 years old, the majority of whom had immunization needs. Most of these families received parenting intervention services.

The three most common diagnoses seen were substance abuse, skin disorders and pulmonary diseases including TB.

A tremendous increase in demands for health care services at two of the clinics has made increased same day or walk in access a priority. The addition of a .5 Nurse Practitioner at Burnside Health Clinic has been added to meet the demand. The high incidence of TB and an increased risk of HIV disease due to risk behaviors in this population make close TB screening as well as HIV education and interventions imperative. A .5 outreach worker is needed to augment existing TB and HIV screening and services.

DESCRIPTION OF PROGRESS

Multnomah County Health Division

Previous to 340 Grant funds availability, homeless clients receiving care at County Primary Care and Coalition Clinics received episodic and inconsistent services. Except for selected medication monitoring (including Antabuse) and limited follow-up of chronic conditions, there was minimal capability to provide the intensive case management necessary to maintain these special clients in care. With the initiation of the homeless program, both continuity of care and case finding have been greatly improved.

Multnomah County hired 1.5 Community Health Nurses (CHNs) and a health services technician to work in the Burnside Health Clinic and in the Westside Health Center. They provide increased services in the clinic--including triage, assessment of walk-ins, wound care and dressing changes, minor first aid, as well as minor foot care. The triage nurse performs assessment of mental health and alcohol and drug use status. This increase in staffing also allows for more patient advocacy, assistance in the referral process, service coordination with other agencies and case managers, and much needed time to "network."

As the nurses in the Burnside and Westside Health Clinics have formed relationships with the homeless, they have observed increasing compliance with appointment follow-up and medical regimens. Those patients that have not followed through with care or who need added support can be visited in the community.

Accomplishments in 1989 include:

1. Providing health services to 1,896 clients (3,939 encounters)
2. Providing substance abuse services to 118 clients in 863 encounters
3. Development of Central Tracking System
4. Development of Homeless Services Information Card for clients
5. Maintenance of interagency referral and case consultation network including health, substance abuse and mental health providers.

The Goals for 1990 with First Six Month Reports:

1. Provide an additional 10,250 medical encounters in 1990. Provided 6,654 encounters in first six month of 1990.
2. Drug detoxification for 40 clients. Served 30 clients in first six months of 1990.
3. Serve 90 clients with a dual diagnosis of substance abuse and mental illness in an alcohol treatment and case management program. Served 73 clients in first six months of 1990.
4. Make 250 visits to family shelters to provide a range of services to homeless families (approx. 800 face-to-face encounters). Made 113 shelter visits in first six months of 1990.

5. Conduct health screenings at Burnside hotels (serve 100 clients in 1990) and shelters. Served 22 clients at Burside hotels.
6. Provide day treatment to 75 homeless youth with substance abuse problems in 12 months. Served 104 clients in first six months of 1990.
7. Continue strong linkages between County clinics, coalition clinics, substance abuse programs, and mental health agencies. Maintained strong linkages.
8. Provide advocacy and case management, including referrals, to entitlement programs, job training, specialty care, and other services. Wide range of linkages and case management provided.
9. Develop and implement a centralized data collection system. Developed, with implementation beginning 1/1/90. All reported data is unduplicated.

Quarterly Executive Management Review Format

Organization 1st Annual Executive Mgmt. Report

Period ending

DHS/Juvenile Justice Division

Gang Resource and Intervention Team (GRIT)

Program/Project: Unit

Key Measurable Objective:

Increase coordination with Law Enforcement, Federal and Local Prosecution on specific Conditions of Probation and monitoring of referrals to the Juvenile Justice System, through attendance at weekly Gang Enforcement Team/Youth Gang Strike Force Intelligence meetings, input of clients in to GRITFILE, and participating in monthly community-based Youth Gang Task Force meetings.

OTO: _____
(one time only)

Ongoing Program x

Funded Level: (include match, administration and other related costs)

FTE's (Full-Time Employees): 14 Grant Fund's Budget \$565,935 (Grant Res.)

4 County Match : 18 FTE \$199,189 (Cnty Match)

Current Staffing Level Permanent FTE's: 16
2 vacancies \$765,124

Progress Report

The GRIT Unit has been in operation since November, 1989, funded in part by a \$57,000 State of Oregon Criminal Justice Planning Office grant to Multnomah County and County General Fund match (3 County FTE/Juvenile Court Counselors). The unit has provided the following benefits: increased communication between law enforcement and division units relative to youth gang trends, activities and on-street monitoring; developed a computer software package that allows street officers to determine probation status and probation conditions of youth gang members, thus assisting in close street monitoring; increased the number of gang-affected youth participating in alternative education, and the Division's youth employment and training programs; developed and continuing the implementation of a Street Law curriculum that orients itself to active gang-involved youth; and provided accountability to those youth on probation through use of "vertical enforcement/prosecution" methods in conjunction with Oregon State Police Youth Gang Strike Force, Portland Police Gang Enforcement Team, Portland Public Schools Rapid Action Team and Federal/State Gang Prosecution Unit.

There are currently 245 active gang-involved youth on the caseloads of GRIT Counselors. Approximately, 68% are Black youth, 18% Asian (Vietnamese, Cambodian, Laotian, et. al.), 12% White, and 2% Other. Approximately 36 youth have participated in the Street Law Program, and an additional 12 youth are currently involved in the program.

Question and Answer session

Future indepth briefing? Yes. No

GRIT

GANG RESOURCE AND INTERVENTION TEAM

BACKGROUND

In the past two years, the Portland metro area has seen a dramatic increase in gang membership and gang-related incidents. As a result, several local organizations have pulled together to develop strategies to impact gang encroachment, recruitment and violence.

EFFORT SPANS COMMUNITY

Law enforcement efforts have centered on development of police interdiction teams, including the Oregon State Police-directed State Gang Strike Force, Portland Police Bureau's Gang Enforcement Team (GET) and the Portland Public School Police Rapid Action Team.

Prosecution efforts both from the State Attorney General's Office and Multnomah County District Attorney's Office have resulted in a Gang Prosecution Unit which targets high profile drug and street gang members for Federal prosecution.

From an educational perspective, Portland Public Schools has developed core curriculum which focuses on gang awareness, saying "No to Gangs," teacher training and most recently Violence Prevention. The Violence Prevention Program will also focus on youth in danger of suspension and expulsion from the school system.

An increase in the efforts of community-based organizations, employment and training programs has brought forth projects such as the Northeast Coalition of Neighborhoods Youth Gang Task Force, Youth Gang Outreach Program, Graffiti Removal Project, Redirections, Omega Boys Group,

North Portland Youth Service Center Teen Parent Group, Albina Ministerial Alliance/Self-Enhancement, Inc. TNT/TLC, as well as several other projects serving inner North and Northeast Portland youths.

GANG TRENDS IDENTIFIED

The latter part of 1988 through 1989 saw a noticeable increase in hate crimes and White Supremacy influences, specifically through Skinhead gangs. Southeast Asian youth gangs became increasingly active in violent, weapon-related crime, and organized, vehicle-related crime. This period also had an increase in White youth belonging to traditionally Black youth-focused gangs (Bloods and Crips), the emergence of new gang "sets" throughout the metropolitan area with specific influence increasing in Southeast Portland high schools and middle schools.

In addition to gang activity presence in the urban area, instances of gang affectation became noticeable in the suburban schools as well. Incidents of weapons-related activity at school sporting events (Reynolds/Parkrose), formation of White gangs, not related to hate crimes, at Centennial High School point to a pattern of continued gang activity throughout the Portland area.

NEED FOR ACTION RECOGNIZED

In late 1987, Multnomah County's Juvenile Justice Division, in an effort to focus on the rising gang issue, began assigning gang-related cases to their Northeast District Office. This was due in part to a visible presence of youth gang activity occurring in the inner Northeast area, specifically

involving youth under the jurisdiction of the Juvenile Court for delinquency matters (i.e. Probation).

By Spring 1988, roughly 40% of the active cases in the Northeast Office showed gang involvement. At the same time, gang activity was on the increase in North Portland, specifically, in and around the Columbia Villa Housing Project, and at several North and Northeast high schools (Roosevelt, Jefferson and Grant).

The Northeast District Office, which for a period of two years operated with a core staff of two Juvenile Court Counselors, began to function within a "team concept" in an effort to provide focused services to youth living in the district's target area. The team concept allowed an additional 4 counselors work space to conduct client meetings, family and individual counseling sessions, and to provide closer monitoring and supervision of youth on probation.

Relative to issues of service provision, Multnomah County's Juvenile Justice Division began to operate under a "Balanced Approach" case management process, which focused on providing skill development to juveniles, holding youth accountable and insuring community protection. The Northeast Team began to offer skill development services (i.e. Community Skills, Responsibility, Anger Management, Values Clarification) through a series of group process classes for periods of twelve (12) weeks. It was during these groups that a clear need developed for focusing services specifically toward gang-involved youth.

TEAM FORMED

The Division began to plan its response to gang-involved youth in September 1987. The initial plans called for the formation of a unit, which would target services specifically toward gang-involved youth, and use strong intervention methods utilizing adjudication and detention to hold youth accountable. Although innovative in its intent, it failed to direct its approach toward a comprehensive response that included networking with Law Enforcement, Prosecution, Schools and the community.

During the past three years, the Division has adjusted its approach to the youth gang issue, developing a proposal that closely aligns with that of Law Enforcement, Prosecution, Schools and the community. The result was the Gang Resource and Intervention Team, or GRIT.

OBJECTIVES DEVELOPED

In November 1989, Multnomah County and the Juvenile Justice Division received \$57,000 from the State of Oregon's Criminal Justice Planning Office to fund GRIT. The objectives of the group are as follows:

- address internal/external communication between Division units and law enforcement relative to youth gang members under the Court's jurisdiction;

- increase the Division's ability to implement gang intervention strategies, programs and activities, particularly in conjunction with those law enforcement agencies charged with dealing with the population;

- develop coordinated services and treatment plans that are gang specific and focus on decreasing involvement in illegal gang activities and behavior;

develop and implement gang specific intervention curriculum that focuses on reducing gang involvement, recruitment efforts and provides positive alternatives to gang involvement;

develop specific intervention/curriculum for gang-involved youth held in detention facilities.

PROGRESS CONTINUES

GRIT consists of a Juvenile Court Counselor Supervisor, four (4) Juvenile Court Counselors, and one (1) Program Coordinator. Since December 1989, GRIT has provided the following benefits:

increased communication between law enforcement and Division units relative to youth gang trends, activities and on-street monitoring;

developed a computer software package that allows street officers to determine probation status and probation conditions of youth gang members, thus assisting in close street monitoring;

increased intelligence sharing processes between enforcement, prosecution, community-based youth gang outreach staff, and Juvenile Justice Division Field and Adjudicative Counselors;

increased the number of gang-affected youth participating in alternative education, and the Division's youth employment and training programs;

developing and implementing a Street Law curriculum that orients itself to active gang-involved youth;

provided accountability to those youth on probation through use of "vertical enforcement/prosecution" methods in conjunction with Oregon State Police Youth Gang Strike Force, Portland Police Gang Enforcement Team, Portland Public Schools Rapid Action Team and Federal/State Gang Prosecution Unit.

In addition, the GRIT's Supervisor maintains an active presence at the Youth Gang Strike Force Office to assist in information-sharing, coordination and planning. GRIT staff actively participate in Strike Force and GET planning meetings (roll call), insuring that timely information is made available to street officers on probation conditions, warrants and officer safety issues.

Street Law Narrative
For
Criminal Justice Services Division

Skill Building Component:

In November 1989 I was hired by the Multnomah County Juvenile Justice Division to develop and implement a curriculum specifically geared toward gang-affected youth. Due to the rise in gang activity in the Portland area, particularly north/northeast community the Juvenile Justice Division Department of Resource and Development and the Gang Resource Intervention Team (GRIT) felt strongly that a Street Law Skill Building Component be added to enhance the existing services provided to gang-affected youth.

Curriculum developed:

By December 31, 1989, I had developed 12 lessons to be used weekly as skill building tools for "high-risk gang-affected youth." This curriculum included anger management, decision making, self-esteem building, male/female responsibility, the purpose of laws and many more activity based exercises. Many of the lessons evolved around the negative aspects of gang involvement and were designed in such a manner that youth participation was almost automatic. The model for the Street Law curriculum is based on the National Law Related Education format from Washington D.C.

Street Law Procedures:

With the assistance of Sue Larsen from Resource and Development and John Miller from Gang Resource Intervention Team (GRIT), we put together some guidelines and procedures for youth who are recommended to Street Law. We also developed a rough criteria on what we felt a Street Law student's past history should look like. Included in the Street Law procedures are referral forms to be completed by the counselor prior to a student entering Street Law. We also developed Street Law attendance guidelines, classroom behavior guidelines and a student contract to be signed by the youths who enter our skill building sessions.

Cycle Begins:

On January 16, 1990, we had our first Street Law skill building session and orientation. Gang Resource Intervention Team Counselor John Miller assisted myself throughout the orientation and skill building on the opening day. We had a total of 12 gang-affected probation youth enrolled in the class and nine attended the orientation. The average age of the 12 probation students was 15.6 years. Two of the students were African-American females, one student was a European-American, and nine students were African-American males.

Over the 11-week course we covered a variety of law-related topics geared to the student population. Lesson topics ranged from rules, laws and why they were created, to choices you have to make throughout your life. Class participated in "role playing" as well as critical thinking analysis

Purpose of Street Law:

The Street Law curriculum and Law Related Education was developed so that youth in our community can gain a better knowledge and understanding of law and the legal system. In the program the youth not only learn how and why laws are made, they discover the rights and responsibilities that they have as members of the community.

Included in the curriculum are lessons on values and morals to increase a student's sense of respect for self and others. Volunteer guest speakers such as law enforcement officers, substance abuse counselors and judges help youth develop a greater sense of justice and hopefully, a more positive attitude toward the entire legal system. Providing youth with a better understanding of the law and legal system is a major goal of Street Law.

Outcomes:

Of the 12 youth that started the first Street Law cycle, nine completed the course with an 81 percent attendance rate. Two students had perfect attendance, three students had only one excused absence, and one student had two excused absences. Of the three students who failed to complete Street Law, one student was re-arrested, one student violated probation regarding Street Law requirements, and one student left town after attending one Street Law class.

At the end of 11 weeks of skill building the Street Law students participated in a mock trial at the Juvenile Court in Judge Katharine English's courtroom. This exercise gave the students a chance to articulate what they have learned regarding rules and laws and to role play different characters whom they may come in contact with in the legal system, i.e., judges, lawyers, district attorneys, police officers, and social workers as well as witnesses, defendants and victims. One significant accomplishment was getting youth from different "sets" (gangs) to sit down and interact with each other without "flying colors" or becoming hostile towards one another in Street Law. As the bonding between youth increased they began to see each other as individuals instead of gang members from different "sets." I felt this was very significant because some friendships were formed that otherwise would never have been possible.

Awards:

At completion of the Street Law cycle and the mock trial all students who completed the course received certificates of completion. Some students were given a Street Law starter jacket for exceptional participation in the skill building process. To receive a jacket a certain standard of excellence is expected and must be achieved. One criterion is that a student must have perfect attendance to be eligible for a jacket.

LAW RELATED EDUCATION:

Historical Perspective: Law Related Education is not a new concept it has been used in several States since 1979. However, developing and using Law Related Education (LRE) for gang members is definitely a new application of an old idea. The National Headquarters for LRE/Street Law is in Washington D.C. and is headed by Mary Curd-Larkin. Law Related Education began as a way to assist diversion youth from acquiring a Juvenile Court record and increase their awareness of the law. Through group sessions youth learn about the justice system and their rights as citizens.

Oregon is among several states in the U.S. which uses Law Related Education among its high school students. As the need for skill building and Law Related Education increased, the Multnomah County Juvenile Justice Division thought this would be a great way to assist delinquent youth from slipping further into the legal system. After the trial run with a volunteer staff the Juvenile Justice Division decided to implement a Street Law Program geared specifically for gang affected youth. As the necessity for skill building among the growing numbers of gang-affected youth increased, we developed a curriculum to hopefully address some of the needs of this population.

I have attended several conferences and met with Marilyn Cover, the Oregon Law Related Education Director, on several occasions. We agree that using Law Related Education with gang-affected youth is a new approach that can bring positive results. In May 1990, a Street Law student and myself were invited to participate in the National Mock Trial competition held in Portland, Oregon. I served as one of the judges, and my student assisted as Court Bailiff. I thought it was a good experience for the both of us.

Program Measurements: To measure the success rate of Street Law we will track students for a period of six months to a year. The criteria used are pre/post test, post home visits, education improvement, behavior at school/home, recidivism rate, as well as talking informally with the youth during that one year period. At the end of the first Street Law cycle 83 percent of the students taking the pre/post test had improved test scores.

Presently, as of June 7, 1990, none of the nine students who have completed Street Law have been re-arrested. However, one student was a victim of a drive-by shooting and was wounded in the arm. He was admitted and released from the hospital in good condition. This student still associates with gang members and getting involved in gang activities. While most of the Street Law students seem to be working toward disassociating themselves with gangs and gang activities, it is still much too early to measure Street Law's success rate. We do feel that progress has been made and we will continue to monitor their progress.

**Selected materials and Casework
procedures for Domestic Violence
and Family Assault Offenders**

**Prepared by Ruth Crossen
Supervisor, Multnomah County Probation and Parole
Department of Community Corrections**

**Gladys McCoy, Chair
Multnomah County Commission**

July 1990

Domestic Violence, Probation Case Management

Domestic Violence - Definitions, myths and stereotypes.

Victim/Offender Profiles.

Cycle of Violence.

Criminal Justice Systems as necessary interventions.

Local Community and In-house Resources.

Probation Case Management.

- Assessment/Risk prediction
- Structured Supervision Plan
- Do's and Don'ts
- No Contact Orders
- Victim Advocacy
- Liability Issues

Staffings, Questions and Answers, Discussion.

DOMESTIC VIOLENCE

Some facts:

1. One of five family homes, nationwide, experience Domestic Violence.
2. One of three girls are molested by the age of 16.
3. One of seven boys are molested by the age of 16.

It crosses all socio-economic boundaries, it is not limited to the poor or working-class families, All races and classes experience this problem in our society.

Alcohol/Drug Abuse - The use of alcohol and other drugs is used as an excuse by both abuser and victim. It is not the cause of the violent behavior, although it is a dis-inhibitor, the abuser acts out violently while clean/sober and while under the influence in most cases.

Death is not uncommon. "Accidents" frequently occur. These relationships are lethal.

Because of differences in strength (and Power - Control) it is women who suffer the most serious injuries. When women act out violently, it is usually in response to their being abused for a period of time.

The main reason for someone to use violence is because it works - violence puts a quick stop to an emotional argument or a situation that (someone) wants to control.

RECOMMENDED READING

Battered Wives - by Del Martin

* Getting Free: A Handbook for Women in Abusive Relationships
by Ginny NicCarthy

Stopping Wife Abuse by Jennifer Baker Flemming

* Women Who Love Too Much: When you keep Wishing and Hoping he'll change
by Robin Norwood

Dangerous Secrets: Maladaptive Responses to Stress
by Dr. Michael Weissberg

* Battered Women by Lenore Walker, PhD.

The Battered Woman Syndrome by Lenore Walker

Men Who Hate Women, The Women Who Love them
by Dr. Susan Forward

Learning to Live Without Violence - A Handbook for men
by Daneil Sonkin and Michael Durphy

The Mate Batterer: A Treatment Approach
by Daneil Sonkin, Michael Durphy, and Lenore Walker

* Highly recommended for victims who have left their abusive partners

VIDEOS/MOVIES

Burning Bed

Tracy Thurman Story - A Cry for Help

Other Domestic Violence Training videos are available on lease through
the Oregon Coalition Against Sexual and Domestic Violence

Four types of Domestic Violence

- 1) Physical Violence
- 2) Sexual Violence
- 3) Destruction of Property/Pets
- 4) Psychological Violence

Physical Violence

Physical violence is probably what comes to most people's minds when we talk about domestic violence. This includes: hitting, slapping, grabbing, shoving, pushing, kicking, choking, scratching, punching, pulling, hitting with weapons or objects, stabbing, shooting.

A man might say that grabbing is not being violent if he wants the woman to come with him. It is violence if you are using physical force to make a person do something or go somewhere against that person's will. "She slaps me in the face, is that violence?" We say, "yes." No one is justified in using violence outside of self defense. Even then it takes considerably less force to get away from someone than to engage in a fight, retaliate or try to teach someone a lesson.

Sexual Violence

Sexual violence is not something that occurs only between strangers. In fact, a good number of rapes occur between individuals who know each other. When someone forces another person to have sexual intercourse by means of physical force, a threat thereof or by use of a weapon, it is considered rape. And that is one form of sexual violence. Other forms include forced sexual activity (oral sex, sodomy, etc.), forced sex with animals, forcing a person to have sexual intercourse or sexual activity with another person, or forced sexual activity with objects.

In Oregon, it is now against the law for a man to force his wife to have sex with him. It is called spousal rape, and has already been tested successfully in the courts with more cases pending.

Destruction of Property and Pets.

This includes throwing objects against the wall; dropping plants, dishes, etc.; breaking glass windows; kicking in a door; breaking a television set; breaking objects that are meaningful to someone; abusing, neglecting or killing a pet.

This form of violence can sometimes be very frightening for the person watching -- she may imagine herself in place of the object being destroyed. In addition, a flying object can easily injure someone whether it's meant to or not.

Psychological Violence.

This can be expressed several ways, but essentially it is a systematic attempt to control another person's thinking and behavior. A man may accomplish this by making either direct or veiled threats of physical violence. He may combine these threats with occasional violent acts as a means of keeping his partner constantly intimidated. When she is paralyzed with fear, he can feel in control. He may try to break down her self-esteem by degrading her through name calling, humiliation, and demanding that she always put him first. Because of extreme jealousy or insecurity, he may dictate her every move and accuse her of things she could not possibly have done. This may get to the point of trying to isolate her at home with minimal, or even no outside social contacts.

The outcome of this is similar to the "hostage syndrome", in which the captive becomes emotionally dependent on the captor. Because he controls her every action, she may come to feel she can't survive without him and may grow even more dependent. In the short run, this may be what he wants. In the long run, though, psychological violence, like physical, sexual and property violence, almost always destroys the relationship.

These four types of violence have several other characteristics in common.

First, they are all against the law. Physically or sexually assaulting someone or destroying another person's property is against the law. Threatening to assault or kill another person is against the law as well.

Second, they each can have serious psychological or physical consequences for the victim, unintended victims (children) and the offender himself.

Third, these are ways in which someone can dominate, control and intimidate another person.

Lastly, any type of violence is only one way of dealing with anger, conflict and disagreement in a relationship.

MYTHS

1. Domestic Violence is usually an isolated (one time) occurrence.
2. Domestic Violence is rare.
3. It is a problem of the poor and minority groups.
4. Victim provokes the violence.
5. Victim enjoys the violence - is a masochist.
6. Alcohol/drug abuse causes violence.

Children in the Crossfire: Violence in the home - how does it affect our children?, Maria Roy, Health Communications, Inc., Deerfield Beach, Florida, 1988.

Misconceptions:

- 1) There is a misconception that child abuse occurs in isolation of other family problems.
- 2) There is a misconception that a battered woman can protect the child from physical abuse or that the child is in less danger because the woman is the primary target of abuse.
- 3) There is a misconception that calling a child protective hot-line will result in an investigation and that the child's welfare will be protected.
- 4) There is a misconception that child protective workers are highly skilled, amply trained and heavily credentialed.
- 5) There is a misconception that the public at large doesn't bear the responsibility of seeking help for a victim of child abuse and that there is ample help being provided by the department of social services and private agencies.
- 6) There is a misconception that there is more help for children in middle-class families and in homes with high income levels.
- 7) There is a misconception that the Federal Government is providing adequate funding for the welfare of battered children and more specifically, for the children of battered women. (pgs. 11-14)

Research:

Maria Roy concludes that concurrent child/spouse abuse represents a significant portion of the total universe of abused children per annum in the United States. The estimated projection of 810,000 children residing in households where spouse abuse is also concurrent is based upon previous research project including, the Family Violence Research Program at the University of New Hampshire, the AWAIC Study, the American Humane Association for Protecting Children, Inc., the U.S. Department of Justice, and the National Center on Child Abuse and Neglect of the U.S. Department of Health and Human Services. (Pgs. 24-25)

*Note: This book also has a good historical summary of child abuse and of wife abuse.

THE WAY OUT

To point out some characteristics that might identify a potential batterer:

1. Does a man report having been physically or psychologically abused as a child?
2. Was the man's mother battered by his father?
3. Has the man been known to display violence against other people?
4. Does he play with guns and use them to protect himself against other people?
5. Does he lose his temper frequently and more easily than seems necessary?
6. Does he commit acts of violence against objects and things rather than people?
7. Does he drink alcohol excessively?
8. Does he display an unusual amount of jealousy when you are not with him? Is he jealous of significant other people in your life?
9. Does he expect you to spend all of your free time with him or to keep him informed of your whereabouts?
10. Does he become enraged when you do not listen to his advice?
11. Does he appear to have a dual personality?
12. Is there a sense of overkill in his cruelty or in his kindness?
13. Do you get a sense of fear when he becomes angry with you? Does *not* making him angry become an important part of your behavior?
14. Does he have rigid ideas of what people should do that are determined by male or female sex-role stereotypes?
15. Do you think or feel you are being battered? If so, the probability is high that you are a battered woman and should seek help immediately.

These clues are certainly not definitive signs that a man is a batterer, only that he has the potential to become one. We need more research to understand what they mean.

BEHAVIORAL CHARACTERISTICS OF DOMESTIC VIOLENCE

Vicki D. Boyd, Ph.D.; Karil S. Klingbeil, M.S.W.

Revised, 1979

Seattle, Washington

BATTERER	BATTERED MATE	CHILDREN
<i>Batterers are found in all socio-economic levels, all educational, racial, age groups</i>	<i>Battered mates are found in all socio-economic levels, all educational, racial, age groups</i>	<i>Children of domestic violence are found in all socio-economic levels, educational, racial and age groups</i>
The batterer is characterized by	The battered mate is characterized by	Children in battering homes exhibit
... poor impulse control — explosive temper — limited tolerance for frustration	... long suffering, martyr-like endurance of frustration	... a combination of limited tolerance, poor impulse control and martyr-like long suffering
... stress disorders and psychosomatic complaints — sophistication of symptoms and success at masking dysfunction vary with level of social and educational sophistication	... blatant depressive and/or hysterical symptoms — stress disorders and psychosomatic complaints	... depression, much stress and psychosomatizing, absences from school, pre-delinquent and delinquent behavior
... emotional dependency — subject to secret depressions known only to family	... economic and emotional dependency — subject to depression, high risk for secret drugs and alcohol, home accidents	... economic and emotional dependency, high risk for alcohol/drugs, sexual acting out, running away, isolation, loneliness, fear
... limited capacity for delayed reinforcement — very "now" oriented	... unlimited patience for discovery of "magic combination" to solve marital and battering problems — "travels miles" on tiny bits of reinforcement	... combination of poor impulse control and continual hopefulness that situation will improve
... insatiable ego needs — quality of childlike narcissism (not generally detectable to people outside family group)	... unsure of own ego needs — defines self in terms of family, job, etc.	... very shaky definition of self — grappling with child-like responses of parents for modeling — poor definition of self and/or defines self in parenting role
... low self-esteem — perceived unachieved ideals and goals for self — disappointment in career even if successful by others' standards	... low self-esteem — continued faith and hope battering mate will get "lucky" break	... low self-esteem — sees self and siblings with few options or expectations to succeed
... qualities which suggest great potential for change and improvement, i.e., frequent "promises" for the future	... unrealistic hope that change is imminent — belief in "promises"	... mixture of hope/depression that there is no way out — peer group can be most important contact, if available
... perception of self as having poor social skills — describes relationship with mate as closest he has ever known — remains in contact with own family	... gradually increasing social isolation, including loss of contact with own family	... increased social isolation — increased peer isolation or complete identification with peers
... accusations against mate — jealousy — voices great fear of being abandoned or "cheated on"	... inability to convince partner of loyalty — futilely guards against accusations of "seductive" behavior toward others	... bargaining behavior with parents — gets into proving self as does mother

BATTERER	BATTERED MATE	CHILDREN
The batterer is characterized by	The battered mate is characterized by	Children in battering homes exhibit
... containment of mate and employment of espionage tactics against her (e.g., checks mileage and times errands) — cleverness depends on level of sophistication	... allowing containment or confinement/restriction by mate, interpreting as sign that partner "cares"	... increasing deceptiveness: lying, excuses for outings, stealing, cheating
... no sense of violating others' personal boundaries — accepts no blame for failures (marital, familial, or occupational) or for violence	... gradually losing sight of personal boundaries for self and children (unable to assess danger accurately) — accepts <i>all</i> blame	... poor definition of personal boundaries — violation of others' personal boundaries, blame-projections
... belief that his forcible behavior is aimed at securing the family nucleus (for the good of the family)	... belief that transient acceptance of violent behavior will ultimately lead to long term resolution of family problems	... little or no understanding of the dynamics of violence (often assumes violence to be the norm)
... apparently feeling no guilt on emotional level even after intellectual recognition	... emotional acceptance of guilt for mate's behavior — thinks mate "can't help it" — considers own behavior provocative	... self-blame (depending on age) for family feuding, separations, divorce, etc. — internal conflicts
... generational history of family violence	... generational history of family violence	... continuation of pattern of family violence pattern in own adulthood
... participation in pecking order	... participation in pecking order	... pecking order battering — kills animals, batters younger siblings and sometimes parents in later years
... assaultive skills which improve with age and experience accompanied by rise in danger potential and lethality risks	... learning which behavioral events will either divert or precipitate mate's violence but level of carelessness increases — judgment of lethality potential deteriorates over time	... use of violence as problem solving technique in school; with peers, with family (appears as early as preschool)
... demanding and often times assaultive role in sexual activities — sometimes punishes with abstinence — at times experiences impotence	... poor sexual self-image — assumption that role is to accept totally partner's sexual behavior (attempts to punish partner with abstinence result in further abuse)	... poor sexual image — uncertainty about appropriate behavior — confuses model identification — immaturity in peer relationships
... increase in assaultive behavior when mate is pregnant — pregnancy often marks the first assault	... being at high risk for assault during pregnancy	... higher risk for batterment (either as witnesses or victims) during mother's pregnancy
... exerting control over mate by threatening homicide and/or suicide — often attempts one or both when partner separates — known to complete either or both	... frequent contemplation of suicide — history of minor attempts — occasionally completes either suicide or homicide of partner	... heightened suicide attempts — increased thoughts of doing away with self and/or murdering parents — proneness to negligence and carelessness

THE CYCLE OF VIOLENCE

Research has shown that there is a distinct cycle of violence that each couple experiences, in it's own way. There are 3 phases in this cycle:

PHASE I. The Tension Building Stage.

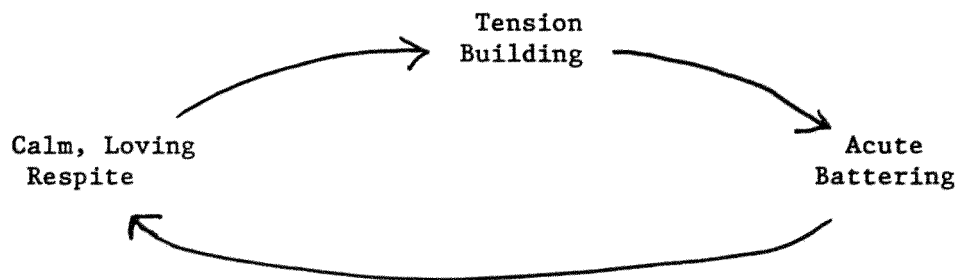
During this stage there is tension which may be a result of constant arguing or giving each other the silent treatment, or a combination of both. Sometimes there is minor violence, sometimes not. This stage can last anywhere from days to years. The tension builds and builds to the point of explosion.

PHASE II. The Acute Battering Stage.

This stage is what we read about in newspapers or police reports. The violence may be punching, kicking, slapping, biting, choking, pushing, broken arms and noses, black eyes or assaults with weapons. The stage can last anywhere from a few minutes to days. The violence stops either because the woman leaves, the police are called, the man realizes what he is doing, or someone needs to be taken to the hospital.

PHASE III. The Calm, Loving, Respite Stage.

During this stage the man is usually sorry for what he has done. He is very apologetic. He will buy her flowers and presents, promise her it will never happen again, sometimes beg for forgiveness. The woman usually does forgive him because she wants to believe that it will never happen again, but she knows it will. This stage will eventually fade and the tension slowly builds again.



Most importantly, this cycle has certain characteristics.

- The more times it is completed (and violence occurs) the less time it takes to complete. It increases in frequency over time.
- The longer this cycle continues, goes on uninterrupted, the worse the violence becomes, what may have started out as shouting, breaking objects, push-shove ends up becoming broken bones, hospitalization, use of weapons to the finality of suicide/homicide.
- The longer the cycle goes uninterrupted, the shorter the third (Honeymoon) phase becomes and sometimes this phase disappears - no remorse, no calm respite and the tension begins to build immediately after the violence.

Improving Probation's Response to Domestic Violence

by Cynthia Diehm, Director, National Woman Abuse Prevention Project (NWAPP) and, Margo Ross, Project Associate, NWAPP

The criminal justice system has been traditionally reluctant to intervene in cases of domestic violence. Incidents of violence that occur in the home have been viewed as "private family matters," rather than criminal acts warranting law enforcement and court intervention.

Over the past decade, the battered women's movement has struggled to dispel the myths about violence in the home, and to bring about a more effective community response to the problem. Through ongoing public and professional education, advocates for battered women have stressed that: domestic violence is a crime; women are the victims of domestic assaults and do not cause or deserve such abuse; only the violent party controls the violence; and most men who batter deny or minimize their violent behavior. They have persisted in their efforts to encourage the criminal justice system to take a tougher stance on domestic violence.¹

In 1984, the report of the Attorney General's Task Force on Family Violence reaffirmed the need for an improved criminal justice response to domestic abuse, stating: "The legal response to family violence must be guided primarily by the nature of the abusive act, not the relationship between the victim and the abuser."² The report focused on the role of the criminal justice system and recommended actions for each component that would increase the effectiveness of their response and better ensure the victim's safety.

Probation officers play a critical role in the criminal justice system's response to domestic violence. Indeed, they always have been in a unique position to intervene in such cases. In their monitoring of caseloads

domestic abuse often comes to their attention well before it reaches other components of the system. As the system begins to respond more aggressively to domestic violence — through pro-arrest policies, increased prosecution of offenders, and the imposition of stronger sanctions — they are likely to experience an increase in the number of men assigned to their supervision specifically for domestic assault and battery convictions.

As "counselors," probation officers frequently encounter families in distress; therefore, they are crucial to efforts to increase early intervention in the destructive cycle of domestic violence. As an arm of the court, they have the authority to hold men who batter accountable for their violent behavior.

This dual role of probation officers — as both counselors and enforcers of court orders — makes their job particularly complicated. Already assigned as monitor, caretaker, employment specialist, and hard-line officer of the court, they are now cast, without much guidance, into the role of problem solver in the complex issue of domestic violence. Without adequate training and information about the dynamics of the problem, probation officers will be left once again to face the challenge of "being all things to all people."

Clearly, it is essential that probation departments develop detailed written policies for handling domestic violence cases, and provide training to the staff who must implement those policies. Developing effective policies and procedures is predicated on a sensitivity to the special circumstances of battered women and on an understanding of why men batter.

Understanding Battered Women

Domestic violence — which can involve threats, pushing, slapping, punching, choking, sexual assault, and assaults with weapons — takes a serious toll on its victims, 95 percent of whom are women.³ Battered women suffer physical injuries that endanger their health and that may result in life-long disabilities. These injuries may interfere with job performance, resulting in lost promotional opportunities or dismissal. Domestic violence can be lethal: 30 percent of the women murdered in this country are killed by their husbands, ex-husbands, or boyfriends.⁴

The emotional effects of battering can be even more devastating than the physical assault. A battered woman may lose touch with friends and family due to her partner's control over her activities, or because she fears that people she cares about will discover the violence and blame her for it. As her support system diminishes, so does her sense of self-esteem. The constant insults of her abuser may cause her to feel that she is unworthy of the respect of others. If the criminal justice system fails to protect her rights and safety, she begins to lose hope.

Typically, the first response to battered women is to question why they stay in abusive relationships. Many women do leave their abusers; however, it is important that professionals who encounter battered women in their work understand why others may stay.

Women endure physical abuse for a variety of reasons:

- Because of religious, cultural, or socially learned beliefs, a woman

may feel that it is her duty to keep the marriage together at all costs.

- Some women will endure physical and emotional abuse to keep the family together for the children's sake. Very often, it is when the violence is directed at her children that she will take them and leave.
- A woman may be financially dependent on her husband. She will probably face severe economic hardship if she chooses to support herself and her children on her own. Nearly half of female-headed households with children live in poverty, as compared with only eight percent of male-headed families.⁵
- Many battering relationships involve a three-phase cycle: (1) tension building, (2) the battering incident, and (3) loving contrition. In the third phase, the abuser shows remorse for his behavior, perhaps promising that it will never happen again. Because the woman loves her partner, she understandably hopes for such change.⁶
- A battered woman frequently faces the most physical danger when she attempts to leave. She may be threatened with violence or attacked if she tries to flee. She fears for her safety, her children's safety, and the safety of those who help her.

Despite the physical and emotional abuse they endure, battered women are usually strong survivors and actively seek assistance from a variety of sources. A recent study of more than 6,000 battered women in Texas found that, on average, the women had contacted five different sources of help prior to leaving the home and becoming residents of battered women's shelters. Sources of help contacted included police, lawyers, and family members.⁷

Probation officers represent another important source of assistance for the

battered woman. They can improve their support by examining their own response to violence in the home. It may be helpful to consider the following guidelines when a woman reports that her partner has abused her:

- Listen to her, don't judge or blame her.
- Affirm that it was difficult for her to come to you for help.
- Tell her that the violence is not her fault.
- Believe her when she tells you that she is in danger. Never minimize the seriousness of the problem.
- Encourage her to contact the local domestic violence hotline or program to get help in exploring her options.
- Let her make her own choices. Provide her with information that will help her understand her situation and enable her to decide what is best for herself and her children.
- Understand that the woman's goal may not be the involvement of the criminal justice system. She may just want the violence to stop.
- Maintain confidentiality. Never share her story with her partner until she has support and decides that she wants him confronted with his violence.
- Tell her that as an officer of the court you may be required to report any criminal activity by her partner, including assaults on her. Let her know when and if you would be unable to keep her confidence. Help her find someone else to talk to instead.

Be patient. Understand that she may need you just to listen, not to take action.

- Be aware of your own feelings about domestic violence.
- Acknowledge your own limits in dealing with the abuse.

Our society teaches men to dominate their relationships with women. Violence or the threat of using it are ways that men achieve power and control over their female partners. Battering thus represents not a loss of control, but a method of achieving it. Because this behavior has remained unchallenged by the community, men have come to learn that violence is an acceptable and effective way to resolve problems and maintain authority.^{8, 9}

Battering is learned behavior, not the result of a mental illness. The abuser's experience as a child, and the messages he gets from society in general, tell him that violence is an effective way to achieve control. Viewing batterers as "sick" wrongly excuses them from taking responsibility for their actions.

Many batterers are not violent in other relationships, such as at work or with friends. Being violent in these circumstances clearly has costs, such as loss of employment, criminal sanctions or rejection by their peers. Violence against their female partners, until recently, has been "safe," in that men have much to gain and little to lose.

Some probationers, however, may fall into a slightly different category of men who batter. They may indeed be violent or disruptive outside the family, and may well be on probation for other acts of violence. What remains distinctly different is how the community and the criminal justice system have responded to their violence against strangers versus their violent behavior towards their intimate partners.

When confronted with their abusive behavior batterers characteristically deny its existence, minimize its seriousness, or attempt to blame their partner for provoking it. Always remember that only the violent partner controls the violence. Women do not provoke their partner's violence.

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nor do they ever deserve such treatment. Do not be fooled by the man's suggestion that she "pushed me to the limit," and never sympathize with "how hard it is to live with her." All of us, from time to time, provoke anger in others through our words or behavior. How each of us chooses to deal with that anger is solely our responsibility.

Probation officers are in a key position to hold men who batter accountable for their criminal behavior. By doing so, they can make a significant contribution to efforts to help men take responsibility for their violence. The following strategies can help increase probation officers' effectiveness in dealing with abusive men:

- The primary consideration when working with abusive men must be the safety of the battered woman and her children. Every action you take will have an impact on her life. Never underestimate the danger that your intervention may create for her.
- Refuse to accept batterers' excuses for their violent behavior. Do not empathize with them about how "you just can't understand women." Stand firm in your refusal to place blame on their female partner. Hold the batterer accountable for his violence.
- Help them distinguish the difference between anger and violence. Let them know that being angry is acceptable, but that anger vented through violence is not.
- Acknowledge their other problems, such as low self-esteem, a history of being abused as a child, or extreme insecurity or possessiveness. Do not, however, accept these problems as excuses for the violence. Men may need help resolving these personal difficulties, but addressing them must remain secondary to stopping the violence.

- Do not allow the man to minimize the violence with statements such as "I only pushed her." All violent acts are something to take seriously; even a push can result in injury or death. Let your client know that you will not tolerate any form of violence.
- Recognize that external stressors, such as unemployment, financial difficulties, and drug or alcohol abuse may influence the frequency and severity of the violence, but they do not cause it. Assistance in resolving these problems, while necessary, will not stop the violence.
- Encourage abusive men to participate in special programs designed to help men stop their violent behavior. Check with the staff of the local battered women's shelter for information on programs that have a policy of holding men responsible for their violence and have standards that help ensure the safety of battered women.

Recommendations for Department-Wide Policies and Procedures

For each probation department, improving the response to domestic violence will take a different form, depending on the size of the agency, availability of community resources, and the present policies of other arms of the criminal justice system. While one department might choose to establish a separate unit where one or two specially trained probation officers handle all the domestic violence probationers, a smaller agency may opt for training of its entire staff.

In either case, developing detailed written policies and procedures that ensure the safety and well-being of battered women, hold men accountable for their violence, and reflect the criminal nature of domestic abuse is essential. The following recommendations focus on creating an environment where probation staff can truly

serve as effective agents for change, as well as maintain the confidence and support of other community groups working to end violence against women.

Ensuring the Safety and Well-Being of Battered Women

In most communities, programs for battered women offer a wide array of services to women seeking to end the violence in their lives. These programs were developed based on the stated needs of formerly battered women and the social change activities of the grassroots battered women's movement. They are the primary resource for other professionals who are involved in domestic violence intervention.

Probation departments and their staff must become familiar with the services offered by the local battered women's shelter. Developing working relationships with shelter staff can help alleviate the frustration that probation officers may feel when faced with a battered woman who wants support, but not the involvement of the criminal justice system. Resource and referral information should be made available at the probation office. If the woman decides to take advantage of support services at the shelter, respect the shelter's confidentiality rights; their primary purpose is to ensure women's safety.

Invite shelter staff to design and participate in the training of probation officers on the causes and effects of domestic violence. This effort will help sensitize probation staff to the special circumstances of battered women, as well as strengthen the lines of communication between the agency and the local battered women's program.

Conduct regular safety checks with the victim, especially if the couple is still residing together. Respect her right not to respond to your calls or provide you with information. Allow her to bring an advocate with her any time she is asked to meet with probation staff.

Successful completion of a special program for men who batter should be a condition of probation. Obtain referrals from local shelter staff to appropriate programs in your area. If no special program exists, refer men to counseling services that teach them to take responsibility for their behavior and that are sensitive to the special needs of battered women. Do not put the client's partner in the position of motivating him to attend or complete a program for abusers or other counseling. Do not expect her to monitor or report on his attendance.

Inform clients that the victim will be notified of the conditions of probation. To avoid breach of confidentiality complaints from clients, have them sign a waiver at intake. Establish interagency agreements with all parties working with men who batter. Set up a process by which you will be notified if a client fails to attend or complete required counseling.

Probation officers should never attempt to mediate problems with couples where the woman is being physically abused. The mediation process is based on the equal bargaining power of both individuals. Women who are being controlled by physical violence do not share equal power in the relationship, and should not be placed in a position to "bargain" for a violent-free relationship.

For similar reasons, probation officers should never recommend marital or "couples" counseling when violence is present. Couples counseling is only appropriate if both parties are interested, the man has completed a special program on his own to address the problem, the woman has received support, and the violence has ended.

In addition, probation officers should not assume that domestic violence is not occurring among clients charged with seemingly unrelated

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offenses. Specific questions can be posed at intake to assess the abusive behavior of male clients and the victimization of female probationers by their male partners. Additionally, a client's female partner should be interviewed alone to give her the opportunity to discuss family problems without being intimidated by the presence of the abuser.

Addressing the Criminal Nature of Domestic Violence

Sentencing recommendations must reflect the facts of the case, not the relationship of the victim to the offender. In addition, probation officers should:

- Provide battered women with information on how to obtain orders of protection (these orders, also called restraining orders, stay-away orders, and no-contact orders, may be issued as a condition of probation for the offender).
- Ensure that presentence investigation includes asking the victim what other types of restrictions are necessary for her safety.
- Remind the victim that while her views will be considered, the ultimate sentencing authority resides with the judge.
- Recommend restitution to the victim for lost wages, medical treatment, and replacement costs of destroyed property.

Conclusion

Domestic violence is a crime of enormous proportions with serious

repercussions for the victim, her children, and the entire community. Effective intervention by all components of the criminal justice system is critical to reducing future incidents of violence in the home. Probation officers can play an instrumental role in these cases through recommending conditions of sentencing, referring battered women to appropriate community services, and monitoring violent men on their caseload.

The actions of the criminal justice system can send a strong message to the community that domestic violence will not be tolerated. By instituting much needed reforms, probation departments can be a powerful voice in the movement to end violence against women and children.

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Margo Ross is Project Associate at NWAPP, and has more than five years experience as a writer and researcher on issues affecting public policy and human service programs. Prior to joining NWAPP, she worked with Abt Associates, CSR Inc., and the Brookings Institution.

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Family Violence Intervention Demonstration Programs Evaluation - Vol. I:
Summary Final Report, (Draft), Janice A. Roehl, PhD, Adele B. Harrell, PhD,
Kathryn A. Kapsak, MS, Institute for Social Analysis, Washington, D.C.,
December 1988.

- 1) Police departments with pro-arrest policies for domestic violence cases must apply pressure to insure officer compliance to such policies by carefully monitoring the response, issuing unequivocal direction and support from command staff, and instituting procedures for mandatory compliance.
- 2) Prosecution policies should encourage the vigorous prosecution of domestic violence cases, advocating sanctions under court order as opposed to suspended prosecution and mandatory participation in batterers, and perhaps drug and alcohol, treatment programs. Domestic violence units should be formed, with screening decisions reviewed by a designated attorney; vertical prosecution should be considered.
- 3) Victim advocacy functions should be supported and expanded at each point in the criminal justice system, but especially in prosecutor's offices to include individual victim advocacy and assistance to prosecutors in case preparation. The impact of "no drop" policies which are closely tied to victim advocacy and support, needs additional study.
- 4) Training and education should be provided to judges to support the recommendations and policies of police and prosecutors.
- 5) Probation and monitoring procedures must be strengthened and non-compliance to probation terms or sentences must be acted upon.
- 6) Batterers treatment should continue to be offered and studied for its long term effectiveness in stopping domestic violence. Drug and alcohol treatment should be considered a part of batterers treatment, whether it is conducted separately or not.
- 7) Interagency coordination should be considered essential for an effective system response. Task forces and a full-time domestic violence coordinator with appropriate prestige and authority, are recommended to improve interagency coordination.
- 8) Routinized data systems for monitoring and assessing the handling of domestic violence cases, but all key parts of the criminal justice system are needed.
- 9) We respectfully recommend that the Department of Justice continue to support innovative demonstration and research projects in domestic violence.

Comments: The writers and evaluators of this project have noted how intertwined the actions of the various agencies involved in domestic violence are. Each separate agencies' policies impact and are impacted by all of the others. The impact either supports the other policies or hinders them. Weaknesses in any one part of a system reverberate to all others. The weak links in the demonstration sites for this project were in the monitoring and sanctioning actions of the courts and probation departments. From an historical perspective, the "Minneapolis Experiment" in 1984 initiated significant policy and behavior change in law enforcement agencies. There is a similar current surge of policy and behavior change occurring in District Attorney's offices around the country, and there is a large increase in the development of treatment programs for batterers and their association with the courts. The authors of this study suggest that the next stage must be improvements and policy strengthening in the courts and probation departments. For this project, the preferred prosecution outcome was generally a guilty plea to the top criminal charge the evidence would support, with a sentencing recommendation of probation with fines and mandatory participation in a batterers treatment program in the event incarceration was not indicated. This policy was acceptable to most of the key agencies including police and victims groups. No drop policies, the authors noted, are controversial. They may be harmful to victims, on the other hand they may be critical for reinforcing police arrest policies and intervening successfully in a cycle of violence. More study needs to be done on this. The authors also noted the extreme need for studying of the effectiveness of the batterers treatment programs. And finally, they noted that training and education should be aimed at changing judges attitudes towards domestic violence, teaching them the cycle of violence and their role in breaking it, informing them of treatment alternatives, and reinforcing the need for appropriate sanctions.

Out from under the thumb

Solutions to Domestic Violence



Reprinted from the Oregon State Bar Magazine, December 1960

by Kathleen M. Schoen
and Dr. Jan Mickish

It is 3:00 o'clock on a Friday afternoon. Joe has returned to his office after prosecuting all day, all week. His phone rings and the receptionist announces that the victim of an assault and battery is in the lobby and has asked to speak with him. Pulling the file, he notes the alleged battering took place a week ago. He looks at the name on the summons and complaint, and sees that the victim's alleged batterer has the same last name. Joe goes out to greet her and is introduced to a well dressed, attractive woman and, to his surprise, the defendant in the case, her husband. The first words out of her wired jaw are, "There has been some mistake; nothing happened. The police overreacted. I want to drop charges. I will not testify."

Throughout history men have believed it is their right to "discipline" their wives. In fact, the phrase "rule of thumb" flows directly from early 19th Century English and American Courts acknowledging that a husband has a right to beat his wife with a stick no larger than his thumb. The passage of time has brought with it the perception that mankind has become increasingly enlightened and humane; however, spouse abuse remains a part of many marital relationships.

Courts have ineptly dealt with this violence in the criminal context of assault, battery and murder or in the hidden context of divorce and child custody battles. Only recently have courts, under the pressure of public policy, started to concede that domestic violence is a crime with legitimate victims and culpable perpetrators. Within the last few years, criminal justice agencies have begun to target these cases and realize that specific policies and procedures must be developed and implemented that address spouse abuse.

The major focus of this article is the development of an effective program through the cooperation and education of all segments of the criminal justice system. To deal with the above situation and domestic violence in general, the dynamics of domestic violence must be the nucleus of the structure and implementation of the procedure.

Couples experiencing domestic violence are caught in a pattern of behavior often referred to as the "cycle of violence."¹ The cycle involves repetition of three stages or phases. It is important that prosecutors, defense attorneys, judges, probation officers, and other people within the criminal justice system understand the mental dynamics of the perpetrator and the victim/survivor at each stage of the cycle. Only with such an understanding will the real issues be addressed and appropriate resources and services be provided. Only then will a step toward "real justice" be taken.

The first phase, referred to as the tension building stage, is marked by a number of minor battering incidents. The batterer externalizes his anger and

frustration by psychological and often physical attacks on the victim. The victim typically accepts blame for the batterer's anger, rationalizing that perhaps she deserves the abuse. Because she mistakenly believes she is responsible for and has some control over the batterer's behavior, she works to avoid the more violent second phase by trying to anticipate the batterer's every whim.

What the victim does not realize is that the batterer has made a choice to use violence as a response to his internal conflicts and feeling of emotional inadequacy. He tries to control the victim and the situation through his dictatorial behavior. This desire to dominate may manifest itself in several ways including drug and alcohol abuse, directing the family's behavior, working overtime, isolating self and victim, handling weapons. When these strategies appear not to work, he explodes into phase two.

Contrary to popular belief, the batterer is not "out of control." Attacks by batterers are often well controlled and placed, e.g. genital areas, areas usually covered by clothing, the stomach of a pregnant woman. This second phase of the battering cycle usually lasts two to twenty-four hours. In most cases the degree of violence increases as the cycle continuously repeated.

Both parties feed on the illusion that the victim causes the batterer's behavior, thus absolving him from responsibility for stopping his violence. Victims often react to phase two in a manner similar to the victims of a catastrophic event. They feel depressed and listless. They believe no one can help them. Victims often withdraw from activities and interaction with others for days, even if suffering from nonvisible, yet painful, physical injuries. Immediately after the acute battering incident the batterer feels guilt and remorse, wanting forgiveness.

Thus, the couple passes into the third phase, the psychological hook which keeps them in the relationship, often referred to as the "hearts and flowers" stage. This stage is marked by increasing denial on the part of both parties that the battering occurred at all, or at least a minimizing of the severity of violence. Although blaming the victim for the

Continued on page

Domestic violence . . .

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disturbance in family harmony, the batterer swears he will never abuse her again. He convinces himself, the victim and everyone else, including members of

of violence is well entrenched in the couple's lifestyle. Usually, the police respond during or immediately after an acute battering incident, walking into a

For couples that have been involved in battering over a period of time, the cycle probably has repeated itself from one to 20 times since the charges were filed.

the criminal justice system, that he "means it." He showers her with gifts and attention. And because this is the "loving man" that she married, the victim wants to believe the batterer and does not want to see him punished. Even if she is cognizant of the illegality or wrongfulness of the batterer's actions, fear of further violence keeps her from confronting him about his behavior. Fear can paralyze the victim, preventing any move toward breaking the cycle of violence. She envisions the batterer as all powerful. In her eyes, he is capable of killing her, her children, her friends and her family; he is not only able to stop the police from interfering but also gain police support for his behavior. In the course of time, the affection and gifts that characterize the third (loving respite) stage give way to the mounting tension of the first (build up) stage. Thus the cycle begins again perpetuated by its own momentum.

Criminal justice and domestic violence

It is easy to see why the standard criminal justice procedures do not effectively deal with the abusive relationship. The typical treatment of an alleged criminal violator assumes that contact by the defendant and victim will always be adversarial. However, under the customary criminal justice timetable, a couple involved in domestic violence will most likely be in the hearts and flowers stage at the time of the first court appearance. Fear and denial prevent effective intervention by the system.

Statistics show that domestic violence is one of the types of calls most frequently received by police. In reality, the police are called to only a small portion of domestic violence incidents. By the time the police are first summoned, the cycle

bewildering situation. Because the batterer has just released his tension, he is calm, cool, and controlled, and he blames the victim who is in shock or is bouncing off the walls after just being beaten. The batterer explains to the officers that: "nothing happened"; that she "provoked" the beating; or that it was "just a minor family quarrel." In any case there is nothing for the police to be concerned about.

In some instances, it is partly true that the victim attempted to "provoke" the present incident. As tension builds in the first phase, the victim is at least subconsciously aware that a violent incident is imminent. She may want to time the explosion for the least detrimental or embarrassing time, e.g., in the couple's home instead of at her mother's house for Thanksgiving.

Also, she may want to dissipate the tension by an early entrance into the second phase, hoping the violence will be less than if she "did nothing" and waited for the batterer to build to his explosion point. Psychologically she has learned to cope. Out of fear of further abuse if she cooperates with the police, the victim often takes the side of the batterer. The police, believing the situation has been resolved, leave without taking further action. If the police are called back to the residence they often chastise the victim for the trouble she is causing and admonish her with some of the following: "If we have to come back someone is going to jail"; "We will take the children to the welfare department and you will never get them back because you are bad parents"; or similar threats to discourage her from calling for help again.

Because of the confusion and frustration on the part of the police who deal

with these situations, most police officers do not take legal action. To add to their frustration, prosecutors have historically dropped the charges upon request of the victim. If the case is prosecuted, it is usually three months to a year after the incident before it reaches the court. For couples that have been involved in battering over a period of time, the cycle probably has repeated itself from one to 20 times since the charges were filed.

By this time the batterer is anxious and has most likely intimidated the victim to believe he will never be violent again if only she will take his side. He promises he will seek help and poses a choice for her: take his side and receive love, protection, support and hope for a glowing future, or, side with the court and suffer many more beatings, and expose extended family to threats, violence and death. He threatens that if she cooperates with the court or tries to leave him, he will "get even." This may include threatening her family, vowing to take the children from her, or finding her and killing her. He has repeatedly shown that he can and will carry out his threats.

If the police and prosecutor have pursued the matter and the defendant is required to follow through with arraignment, the batterer usually denies that he was violent. Even if he admits that he became physical, he couches the violence as a minimal amount of force, only enough to "show her who's boss," to "punish her for her aberrant behavior" or to "force her to perform her wifely duties." If the case proceeds to trial and if the process server is skilled enough to find the victim, she usually will not respond to a subpoena. If she does respond and testifies, she generally parrots the batterer's reality that "she deserved it," or "it wasn't that bad," or "she caused him to hit her." Without knowledge of the dynamics of domestic violence, the fact finder finds the defendant not guilty and members of the criminal justice system leave the courtroom with a bad taste in their mouth for any further prosecution of domestic violence cases.

In line with historical belief supported by the "story" of the batterer and victim that victims provoked their situation, it has not been uncommon for judges and

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attorneys to berate the victim for the behavior of the batterer or for her part in the violence.

Thus it is reinforced to the batterer and the victim alike that the violence is the victim's fault and there was no way out of the cycle of violence. Historically, the involvement of the criminal justice system in domestic violence cases has generally perpetuated the cycle of violence, leaving the couple more isolated and trapped in their never ending struggle to live continuously in the third "hearts and flowers" phase.

Aurora, Colorado

Until November of 1986 Aurora handled its domestic violence cases as most jurisdictions throughout the nation: as simple misdemeanors, generally considered as nuisances and not to be taken seriously. This pattern of dealing with domestics resulted in a great deal of frustration in all segments of the criminal justice system. Police officers returned to the same location time after time. Prosecutors listened to victims recant their stories. The court's docket was wasted as cases were dismissed for lack of witnesses. Victims felt the system could not or would not protect them. Everyone in the system was concerned but all remained isolated and ignorant of possible alternative methods for handling domestic violence cases.

Then an Aurora police officer, dealing with an increasingly violent neighborhood dispute, approached his commanders and the City Attorney's office about accelerating the court arraignment for these potentially dangerous situations. He hoped an immediate court appearance might intimidate the parties so as to stop further bickering. The City Attorney's office not only agreed, but immediately suggested expanding the concept to domestic violence cases. It was hoped that with immediate court appearances, the couple would be under the influence of the acute battering incident and therefore more susceptible to court intervention. Then and there, the victim is not only suffering from her physical injuries but is also angry and frightened. The batterer is contrite as he begins to enter the third phase. It is at this point he promises that the battering will not happen again. Both parties are crying for

help and thus more receptive to counseling as an alternative to the violence.

What at first blush appeared to be a relatively minor change in the system (i.e., expedited arraignments), affected every part of the system, and therefore, required a major system-wide effort. Thus began a year of drafting, education, coordination, and cultivation of trust between agencies affected by the new policy including police, prosecutors, judges, probation, docket clerks, support staff of all divisions, treatment agencies and the area's battered women's shelter (Gateway Battered Women's Shelter). The innovation team consisted of a representative of the major agencies affected by the plan, i.e., a police officer, an assistant city attorney, and the criminal justice coordinator for Gateway. A proposal was drafted with input from all components of the system.

The crux of the policy is that the defendant is cited into court the next court day. The victim is subpoenaed by the police officer at the scene for appearance in court at the same time as defendant's arraignment. Although discretionary, guidelines are set forth in the policy strongly recommending jail when certain criteria are met which signify a dangerous situation.

Intervention by the police officer at the scene is followed by contact of the victim by Gateway's volunteer victim advocates on the day of their court appearance, offering encouragement and support.⁴ Defendants are offered immediate pretrial conferences after arraignment. City attorneys are provided additional information from the volunteer victim advocates about the past history of these relationships, the injuries sustained, and whether the victim wants a no-contact order. The preferred disposition is a twelve-month supervised probation (involving counseling once each week) and when the severity of the incident warrants it, a jail sentence totally or partially suspended on the condition that defendant attend a court approved treatment program.⁵ Trials are set within 14 days of arraignment. Victims are subpoenaed at the time of defendant's arraignment, increasing the likelihood of their appearance.

Since the beginning of the new policies and procedures, the overall conviction

through either plea or trial has been 93 percent. Ninety-six percent of the victims subpoenaed have appeared at the scheduled times. This result contrasts drastically with relatively few convictions and witness appearances prior to Aurora's new program. As all prosecutors know, conviction is not the measure of success. The goal of the program is the redressing and prevention of crime. Follow-up contacts with the victims involved in the first six months of the program is just beginning. Consistent with national studies,⁶ initial data reveal that most victims involved with the new policies and procedures report a decrease in the violent behavior by the batterer. Furthermore, the Aurora Police Department has reported a decrease in the number of return calls to the same location.

Another benefit to the system is that these cases have not been an undue load upon an already overburdened court docket. In Aurora, all domestic cases are assigned to one of the six courtrooms in the Municipal Court. This court averages 22 new domestic violence cases per week with the total time from arraignment to sentencing of four hours per day. Thus the average case consumes one hour from arraignment through sentencing. Considering the complexity of the situation and the response of the parties, this is an effective use of court time. The court is then free to handle other types of cases.

Other jurisdictions have developed and implemented programs.⁷ Aurora's program, however, is unique in its streamlined approach to these cases. Furthermore, this program recognizes the necessity of involving the victim throughout every step of the process.

Developing and maintaining a policy

What can be gleaned from Aurora and other jurisdictions as well as from reports from the U.S. Attorney General, the National Institute of Justice and the U.S. Surgeon General⁸ about the development of a policy to deal with domestic violence is that certain steps must be taken to ensure effectiveness. Although an interconnected process, these steps can be broken down:

- Step 1: The Commitment
- Step 2: Research on the Issue
- Step 3: Policy Statement
- Step 4: Assessment of the

Organizational Parameters
Step 5: Procedures and Protocol
Step 6: Resource Management
Step 1: The Commitment
The first step to a successful program is

dened criminal justice system is to merely adopt the program of another jurisdiction, i.e. Aurora, Denver, Minneapolis. However, each jurisdiction has unique agencies and personnel that must be

- myths
- causes
- treatments for batterers
- services for victims
- role of criminal justice system in general and each unit specifically
- bibliography and references
- referral services.

Although this is a never-ending process, investigation of these areas will provide the foundation from which an effective policy statement will evolve.

The goal is a reduction of domestic violence by the delivery of effective, comprehensive, consistent services and sanctions.

the commitment of those involved. This is a commitment to the process as well as the goal. The goal is a reduction of domestic violence by the delivery of effective, comprehensive, consistent services and sanctions. The process involves continued evaluation of attitudes and behavior resulting in an honest assessment of the effectiveness of selves, others, and existing policy and procedures.

Each component of the criminal justice system as a unit and individuals within the unit need to ask the following questions:

How do I, as an individual, view and respond to domestic violence?

Have there been comments by staff about their involvement in domestic violence?

What services are available to staff involved in domestic violence?

How effective are these services?

What is the cost of domestic violence to the office: injuries, death, days off, morale, public perception of job performance, trust.

How will I overcome obstacles and frustrations?

What compromises am I willing to make?

What resources am I willing to commit to the reduction of domestic violence?

To develop and implement an effective policy and procedure there must be an honest evaluation of two essential items:

- level of commitment
- emphasis and development of resources

Thus, this step involves the fundamental commitment of the individuals and the organization.

Step 2. Research on the issue

The knee-jerk reaction by any overbur-

taken into consideration. An extension of Step 1 is a realistic assessment of existing patterns of all involved agencies and personnel interaction. This will reveal where energy should be expended to maximize the probability of a successful program. Research of domestic violence should be conducted on two levels: 1) interaction among those who are or will be involved in development and implementation of the policies and procedures, and 2) professional literature.

An assessment of interactions between and among personnel and agencies should include an evaluation of the following:

- What are the formal and informal policies and procedures in relation to domestic violence?
- Do all personnel in the office understand domestic violence?
- What are the options to enhancing everyone's understanding?
- How do personnel in the office respond to domestic violence?
- What community resources are willing to work with staff to reduce domestic violence?
- What is the nature and extent of cooperation that can be expected from the criminal justice personnel (formal and informal, overt and covert)?

A study of professional literature should include policies and procedures from existing domestic violence programs as well as research into domestic violence in general. Some important focal points in this literature should include:

- definition of terms
- magnitude of the problem (people, money, resources)
- characteristics of batterers and victims
- cycle of violence

Step 3. Policy statement

The development of a policy statement is a two-stage process. First of all, the criminal justice system should articulate philosophy about domestic violence. Only after a philosophy statement is honed can a realistic policy statement be created. An example of a philosophy statement might be:

*Spouse abuse is a crime against individuals and society. Abusers must face the consequence of their crimes. Spouse abuse crosses all socioeconomic borders. It is a learned behavior that is passed from generation to generation and reinforced by historical inequality between men and women. Battered women need advocacy of their needs and rights in order to remove historical barriers to justice. Sanctuary for victims is essential. The criminal justice system, as the social system which controls and monitors violent behavior, is the appropriate system to address the immediate needs for victim's safety and control of violent behavior by abusers.**

The policy statement flows from the philosophy statement and is the foundation for establishing a long term successful program. The policy statement delineates the manner in which the department will address a particular aspect of domestic violence stated in the philosophy statement. The policy statement must be clear and direct:

All cases of domestic violence will be treated as alleged criminal conduct. A person who commits domestic violence has committed a crime against the state (city, county). Perpetrators should receive

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consistent, direct, clear messages of the criminal nature of domestic violence and that they are responsible for their behavior regardless of alleged "Provocation." All perpetrators should receive appropriate criminal sanctions as well as monitored treatment for domestic violence. All victims should receive appropriate supportive services.

Also included in the statement should be:

A definition of domestic violence that fits the scope of the policies (may include one or more of various types of relationships including spouse, cohabitation, dating, same sex, child, elder, caretaker); a statement concerning the cyclical nature of domestic violence; a statement concerning the lethality of domestic violence including a "lethality scale";¹⁰ and a list of the factors that should not be taken into account in dealing with those cases (e.g., socioeconomic status, nature and extent of victim cooperation/noncooperation with the department).

Step 4. Assess organizational parameters

Step one and two establish a commitment and perspective. Step three provides a written statement of action. Before specific procedures and protocols can be established, a realistic evaluation of organizational capabilities must be carried out. The following areas must be addressed:

- number of personnel available
- victim services available
- services and personnel and other criminal justice and community agencies available to work with new policies and procedures (including volunteers)
- formal and informal policies and procedures in place relating to domestic violence.

Step 5. Procedures and protocol

The fifth step involves bringing together the previous steps into clear phases of action. Procedures and protocol provide for precise handling of cases in an efficient and consistent manner. They guide

appropriate case management regardless of individual police officers, prosecutors or other members of the criminal justice system. Thus, a standard is set for continuous system monitoring. Procedures and protocol should include:

- relevant legislation
- coordination with policies of each unit
- case processing (special court, time, etc.)
- case preparation including a drop/no drop policy by prosecutors
- sentencing options (diversion, jail, restitution, counseling)
- resources for victims
- plea bargaining
- parameters and options
- courtroom process (i.e. presence of victim at arraignment, pretrial conference, sentencing, etc.)
- responsibility for treatment costs
- no-contact orders
- issuing a subpoena to a victim when a trial is set
- sentencing guidelines
- length of time from arrest to arraignment, pretrial conference, trial, sentencing, revocation, bond hearing and setting, revocation hearing
- forms
- training of all personnel.

Step 6. Resource management

The key to the success of the program is the ability to know what is occurring throughout the system so as to assess effectiveness, and to adjust to correct individual or organizational shortfalls. Step six is the establishment of a system of checks and balances and development of a system of reliable feedback and modification.

One of the most effective means of doing this is by designating a person within the department to coordinate with staff and agencies inside and outside the criminal justice system. Also, a monitoring/feedback, outside agency staff person should be designated to work with the department coordinator.

Another cardinal consideration leading to a successful change of the system is a media management and communications plan. As the system gears up for and begins the change process, it is crucial that the community at large be informed

because:

1) they are the taxpayers who support the system;

2) it will enable them to feel a part of the system-wide solution to a devastating problem; and

3) it will facilitate distribution of information to a wide range of people that there is help (mandatory and voluntary) for those involved in domestic violence.

Of equal importance is the message given to the friends, neighbors and family who witness domestic violence. They will now have information about effective action that they can take to help stop domestic violence.

The awareness by the public will increase the level of accountability of the criminal justice personnel. When the community has clear information about behavior that is required or expected of the system personnel, people are more likely to provide feedback to that system.

Finally, because development, implementation, maintenance and change in the policies and procedures is a long-term process and not an event, a media management plan will facilitate an efficient, accurate avenue through which information passes in both directions.

Briefly, media management includes:

- designation of an individual to coordinate media management and to serve as the central contact and resource person;
- press releases about the new policy and, later, information about the success and modification of the policy;
- public service announcements before and after implementation;
- letters to the editor and "op. ed." articles;
- community education through the neighborhood crime watch programs;
- public and professional presentations that are well attended by the public and the media;
- coordination of a variety of media events.

Summary and Conclusion

Domestic violence is a crime. Because of the psychological dynamics of the relationship of the couple involved, the traditional handling of these offenses by the criminal justice system has been

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ineffective, at best, and at its worst, precipitated continued domestic violence. Only a more expeditious procedure developed with the cycle of violence in mind can have an impact on this century-old problem. However, whenever a system is modified, a great deal of work, thought and coordination must take place.

Aurora undertook such a project. The system is designed to be flexible to accommodate the needs and limitations of each segment of the criminal justice system. Most important, the system is based on mutual education and communication among all players in the process — from the policeman on the street, who makes the initial contact, to the probation department and the treatment agencies who monitor and conduct court order treatment.

This article has provided a basic outline of the steps necessary to develop an effective program. Only a comprehensive analysis, education and cooperation will result in a successful and efficient system.

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The article was co-authored by Jan Mickish, a co-developer in the Aurora Program. Dr. Mickish received her Ph.D. in sociology in 1981 from Southern Illinois University. Her major area of concentration was sociology of law in cooperation with the SIU Law School. Dr. Mickish has worked in the area of domestic violence at the academic and grass roots level for 13 years, and has produced numerous popular press and professional publications on this and other sociological topics.

FOOTNOTES

1. Walker, Lenore E., *The Battered Woman*, 1979 Harper and Row
2. Id., pp 55-70
3. Until November, 1986, domestic violence cases were handled by all segments of the municipal court in the same manner as traffic cases or other misdemeanor cases. Arraignment was at least 30 days from the time of police contact. The pretrial conference (plea bargaining with the assistant city attorney) was scheduled another 30 to 60 days later, with a trial for those continuing to plead not guilty, another 60 to 90 days after that.
4. The victim has been isolated and feels no one can help her. Lenore Walker, p. 64. It is one Aurora prosecutor's experience that even writing a letter to the victim months after the incident generated a 90 percent response. Victims do want help.
5. Treatment agencies are assigned by the

probation department and work closely with the department. The defendant is required to pay (on a sliding scale) for his own treatment. The approved treatment agencies have participated in the development of a manual: "Standards For The Treatment of Domestic Violence Perpetrators." All approved agencies agree to provide services in accordance with the standards developed for this manual. For a copy of the manual, contact Gateway Battered Women's Shelter, P.O. Box 914, Aurora, Colorado 80040.

6. Jaffe, Peter, et al., "The Impact of Police Charges In Incidents of Wife Abuse," *Journal of Family Violence*, Vol. 1, No. 1, 1986, pp 37-49, at p.47.

7. Arapahoe County, Colorado; cities of Aurora, Colorado, Denver, Detroit, Duluth, Indianapolis, Kansas City, Los Angeles, San Francisco.

8. U.S. Attorney General's Task Force on Family Violence, Final Report, 1984. U.S. Department of Justice, Washington, D.C.; National Institute of Justice, *Confronting Domestic Violence: A guide for Criminal Justice Agencies*, 1986. U.S. Department of Justice, Washington D.C., Report of the Surgeon General's Workshop on Violence and Public Health, Leesburg, Virginia, October, 1985. Office of the Surgeon General, Room 724-H Humphrey Building, Washington, D.C.

9. Project Safeguard, Denver, Colorado.

10. Aurora Police Department, "Domestic Violence Case Summary" sheet (generally, increasing lethality):

1. throwing things
2. pushing
3. shoving
4. grabbing
5. slapping with open hand
6. kicking
7. biting
8. hitting with closed fist(s)
9. attempted strangulation
10. beating up
11. threatening with weapon
12. using weapon

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Selected jurisdictions which have produced written policies and procedures include:

- Aurora, Colorado
- Denver, Colorado
- Detroit, Michigan
- Duluth, Minnesota
- Kansas City, Missouri
- Los Angeles, California
- Miami, Florida
- San Francisco, California
- Santa Barbara, California
- Seattle, Washington

PROBATION CASE MANAGEMENT

Our agency has established a reputation in this community as a provider of services for offenders that are "difficult" to work with. This has included the chronically mentally ill offender, the "dual diagnosis" offender, the multiple-problem female offenders, nuisance and transient populations and Domestic Violence offenders.

We need to be creative, innovative and well informed on these issues to maintain our reputation. Resources are scarce and officers often need to become directly involved in intensive case management.

The explosive potential of Domestic Violence offenders must be considered in the development of the case plan.

The initial plan, dependent upon court conditions needs to be reviewed with the offender at the first office visit. It is important that the offender understand that the officer 1) considers the offense to be a serious criminal matter 2) will respond quickly to violations 3) will closely monitor conditions 4) will report violations and recommend sanctions to the court 5) will provide referrals for treatment 6) will listen to the offender and give an honest feedback.

Officers need to present themselves as role-models. This is particularly important for male officers dealing with spouse-abusers. Collusion, the good-old-boys rapport, wife/women jokes, "friendships" with the abuser, victim-blaming and other inappropriate or unprofessional conduct signal to this offender that violence against women is O.K. Women officers also must avoid perpetuating sex-role stereotypes and need to present an assertive, professional role-model for both victims and offenders. Ideally, supervision and treatment programs should include male/female teams, whenever possible.

ASSESSMENT INTERVIEW FOR SUPERVISION PLANNING

The assigned officer's first office visit needs to involve a thorough assessment. The following suggestions are to be considered as you begin to develop your case plan.

How frequently have the police been called to intervene in Domestic Disturbance?

Have their other relationships (former girlfriends, wives) had similar violent conflicts?

Check lethality - Has anyone ever been hospitalized or killed, does offender own, possess or have easy access to any types of firearms or other weapons? Has offender ever displayed, menaced or threatened anyone with a weapon?

Does offender admit behavior, accept responsibility, express remorse?
What is their denial pattern?
Some common themes in denial:

"She deserves it, bad mother, bad housekeeper, drinks-uses drugs, bitch-whore etc."

Religious Right - "To help her be good."

Issues of entitlement "My wife, my property, not the law's business, ownership, jealousy and possessiveness."

"I couldn't control myself, poor me, alcohol/drugs made me do it."

Disclaimers - "It was an accident" "I just reacted, I didn't mean to hurt anyone" "I've never been violent before" "Everyone over-reacted, it was all blown out of proportion".

Minimization - "We argue a lot" "Every couple has disagreements" "I just slapped her around a little" "I've never used a closed fist"

Are there children in the home? Have they witnessed the abuse? Has CSD ever been involved with the family?

NOTE: Many batterers are also sexual abusers.

History of substance use/abuse? (Most abuse-prevention programs require A&D assessment, abstinence, concurrent A&D treatment etc.)

Any history of mental illness, suicide, hospitalization, treatment, etc.

Is there a Restraining Order, have there been RO's issued in the past, by anyone?

Dependency issues - Is offender employed? Head of household? Sole family provider? Financially/emotionally dependent on victim? Others?

What is current living situation? Still with victim? Intends to re-unite with victim? Evasive about issue of residence?

How does offender manage his/her anger - "What do you usually do when you get angry?" (It is very useful to review all available police reports related to the offender's past-present assaultive behavior and refer to these reports during the course of your assessment of risk.)

How does offender respond to your questions? "One of the boys"

How quickly does offender ESCALATE to confrontive interview techniques?

Collateral contact with victim(s) can be very helpful to further your assessment of the degree of violence, level of violence and to check on past incidents that may have occurred. Remember that victims will almost always attempt to minimize the extent of the violence, particularly if they remain in the relationship. It is important to contact victim (either in person or telephone interview) without the offender present.

Is this problem a generational one? (Offender victim, offender's father violent with mother)

Thorough review of criminal history, higher risk for failure if offender engages in both domestic violence and other criminal conduct.

ANGER MANAGEMENT CHECKLIST

1. Would you describe yourself as having a temper?
yes no sometimes
2. Do people take advantage of your niceness?
yes no often seldom
3. Do you tend to find yourself blowing up over little things?
yes no
4. Do you find yourself getting depressed?
yes no
5. Are you currently experiencing alot of stress in your life?
yes no
6. Do you discuss your problems with people when you get
uptight, or do you try to handle them yourself?
With friends Handle them myself Both equally
7. When you do finally explode, who makes you do it?
yourself family members kids boss others
mutual responsibility
8. When you do blow up, do you ever find yourself hurting
or scaring yourself or the people around you?
yes no
9. When you get angry, what do you generally do?

10. When you get angry, have you ever gone drinking to calm down?
yes no
11. If so, has there ever been a fight while you were
drinking or afterwards? yes no
12. In your explosions, have you ever:
yelled enough to scare someone
broken something
thrown something at someone
hurt yourself or anyone else physically
hit a wall or grabbed or slapped someone
threatened to hurt yourself or someone else
gotten into a fist fight
gotten into an argument or fight with your boss or the
police where something negative happened to you
been arrested or have the police come to your house
lost a job, lost a marriage or scared your children

SELF TALK

Both research and experience show that when people with anger problems change their self talk, their anger de-escalates and they regain control. When you feel yourself starting to get angry, take a TIME OUT and read these statements to yourself. Transfer them to 3 x 5 notecards and read them several times a day as well as during your TIME OUTS.

I don't need to prove myself in this situation. I can stay calm.

As long as I keep my cool, I'm in control of myself.

No need to doubt myself, what other people say doesn't matter. I'm the only person who can make me mad or keep me calm.

Time to relax and slow things down. Take a Time Out if you get tight.

My anger is a signal. Time to talk to myself and to relax.

I don't need to feel threatened here. I can relax and stay cool.

Nothing says I have to be competent and strong all the time. It's OK to feel unsure or confused.

It's impossible to control other people and situations. The only thing I can control is myself and how I express my feelings.

It's OK to be uncertain or insecure sometimes. I don't need to be in control of everything and everybody.

If people criticize me, I can survive that. Nothing says I have to be perfect.

If this person wants to go off the wall, that's their thing. I don't need to respond to their anger or feel threatened.

When I get into an argument, I can stay to my plan and know what to do. I can take a Time Out.

Most things we argue about are stupid and insignificant. I can recognize that my anger is just my having old primary feelings being restimulated. It's OK to walk away from this fight.

It's nice to have other people's love and approval, but even without it, I can still accept and like MYSELF.

People put erasers on the ends of pencils for a reason. It's OK to make mistakes.

People are going to act the way they want to, not the way I want.

I feel angry, that must mean I have been hurt or scared.

SUPERVISION PLAN

AKA: Case Plan, Probation Plan, Action Plan

Supervision plans need to address both general and special conditions of probation. Case management and supervision is improved when the plan is individualized and is reviewed with the offender. A well-developed plan is: Clear and concise; sets realistic goals and objectives which enable the offender to follow court mandates; establishes time-lines for compliance; specifies treatment agencies and payment plans; outlines how supervision issues will be monitored by the officer. A plan helps to keep supervision issues focused and helps the officer to easily identify what progress is being made.

Specific conditions must be addressed and need to include what work is to be done, both by the offender and the officer. This is particularly important with treatment issues and "no contact" or "no abusive contact" orders on Domestic Violence cases.

No Contact/RO's/No "Abusive Contact"

It is not enough for the officer to assume no contact orders are followed, based on monthly office visits or on the offender's self-report "I broke up with her", "I moved out", "I've filed for divorce", "We're getting along great", "I'm in AA" etc.

Probation conditions which specify no contact with victim or no abusive contact with victim will require additional steps which help to ensure compliance. Collateral contacts with the identified victim(s) are made whenever possible. Form letters are available for officers to send in addition to a personal or telephone interview with the victim or other family members (when possible). The initial collateral contact with the victim may also include victim advocacy, crisis intervention, referrals and safety plans and some encouragement/support to the victim. The officer can not; however, provide on-going services for the victim and needs to be clear about his/her role as an officer. It is important to: encourage her to seek support from the community; to call the police in the event of any violence; to notify probation if any problem occurs with the offender; to have a safety plan; to caution her that you do not like to keep secrets; to let her know that you are concerned for her safety; advise that the offender's treatment issues will be confidential information.

Keep in mind that many of these couples will reunite. No contact orders will get dropped or modified by the Court's at the request (or insistence!) of the victim. During the time they are in effect, the responsibility is solely on the offender to stay away from the victim even if she initiates contact, but the liability will be yours if a "hot case" explodes. Good documentation and a specific case plan can later provide for your defense.

AKA: Case Plan, Probation Plan, Action Plan

A condition for "No abusive contact" usually indicates that an offender lives with or regularly sees the victim. This order is to ensure some level of protection and offender accountability. It is one of the most difficult conditions to monitor and requires regular "safety checks" with the victim. The most effective means of monitoring this condition is to make un-announced home visits, establish a level of trust with the victim and the offender which permits open disclosure by both parties, establish collateral contacts with treatment agencies, family members or neighbors and to respond immediately to missed appointments with probation or treatment.

Other casework demands and officer duties do not allow for intensive supervision, treatment or victim advocacy on every Domestic Violence case assigned to you. It is important; therefore, to "front-end load" these volatile cases and set up a plan which places the responsibility on the offender.

Anger Control/Mental Health/Evaluations and Treatment

Special conditions for treatment and evaluations require careful consideration of several factors as you develop a workable plan with the offender. These factors include: Available resources, offender's income; offender's motivation and attitude; (is he/she ready for treatment?); what risks does offender present to victim, self or others; are the treatment conditions appropriate or do they need to be modified, deleted or delayed.

Current policy dictates that Court orders for conditions are to be implemented in a timely fashion IE: Within 30 days of case assignment. If the offender fails to follow through or offers excuses and is not in treatment, the Court must be advised. When the plan is developed with the offender and allows him/her realistic choices, a level of participation and clear time-lines, it helps to facilitate compliance.

Good documentation in this area can also build the basis for progressive sanctions if the offender fails to comply.

The offender has the ultimate responsibility to pay for treatment unless the offender is without income and is not able to work. Our in-house resources should not be used except as a last resort after all other options have been explored.

Officers need to be aware of our community resources and consult with one another to share and exchange information. It is not possible to be a walking resource directory or to keep up with the changes in the treatment community. Our staff does have a very high degree of expertise and knowledge; however, and staffings (formal and informal), training, Team meetings and open communication all contribute towards increasing our collective ability to do our difficult job well.

Anger Control/Mental Health/Evaluations and Treatment(cont)

Treatment conditions need to be outlined in the plan with the provider's name, phone number and, when possible, the expected schedule of treatment sessions ie:

Offender to complete intake at Men's Resource Center, #235-3433 by _____. Tentative plan is for offender to attend weekly Saturday group and complete Phase I within 60 days. Collateral contact person for treatment verification is Sam.

The extra time it takes to develop a workable, comprehensive plan will save an officer hours of work later.

Alcohol/Drug Evaluations and Treatment

Special conditions which are used to resolve the offender's substance abuse problems must be addressed at your first session with the offender. Ideally, in cases where records and reports reveal any prior use/abuse of alcohol/drugs, MOBAT and/or UA samples should be taken after your interview. Often, if an officer tells the offender he will now take a UA or MOBAT, the offender will disclose the predicted results, admit use and the test may not need to be used. This puts the offender "on notice" that the officer will be monitoring this condition, expects the offender to follow the plan, and that this plan is being implemented now!

Court-Order Fines, Fees and Restitution

Monetary conditions are an area that allows the officer to provide some leverage in the plan. Offenders are usually overwhelmed when they have multiple conditions and are usually resentful because they are expected to pay for treatment costs in addition to Court fees. It is often preferable to set payment plans up to begin after the offender gets "hooked" into treatment or to recommend reasonable alternatives to the Court (ACS, reduced payments, delayed payments, waivers of fees, fines) if the offender is showing good progress.

Plans need to address Condition of Fees in terms of Total Amounts Due, Dates Due, Amount of Payments and any other options or recommendations that have been discussed with the offender.

Probation Case Management

The following cases represent models of the steps that can be taken in typical Domestic Violence cases. These cases reflect the presenter's style and are not intended to imply that this is the only model that may be used. We work with a population that requires us to develop our skills, knowledge and abilities as an officer in a variety of styles. As professionals, each of us has the freedom to develop a style that works for us and allows for creativity and personal growth. The guidelines we have provide the structure and set the priorities which have contributed to our success in this challenging work.

CHARGE: Resist Arrest; Harassment
1 year probation; \$200 fine SIS;
Anger counseling; AA Meetings and
No contact with victim(s).

3-30-89 Intake completed by OD, summary,
no referrals were made. Classified/Medium
Case assigned.

4-15-89 First office visit. Defendant arrived 20 minutes
late, complained about reporting and all of the
"bullshit" this is. Probation Officer explained
purpose of visit and outlined/expectations.

Defendant presents as immature (age 29), somewhat impulsive man with history of domestic fights coupled with regular use/abuse of alcohol. He has little insight and although he verbalizes some remorse "I didn't mean to slap her so hard", he also minimized this behavior and tended to justify his violence by saying "She gets so lazy, the house is dirty and she just watches soaps all day. Dinner is never ready when I get home."

Reviewed police reports. Noted that defendant tensed considerably, frowned and stated loudly that police came into his home and took him to jail just because of a little fight. Said he and victim (wife of 7 years) intend to go to marital counseling at the church and maybe move to another state. They continue to talk on the phone daily although he reports he is staying with his parents. Clarified what NO CONTACT order means.

Discussed conditions and reviewed options. Defendant informed that marital counseling is not a substitute for anger counseling condition or AA attendance. Defendant has insurance and gainful employment, can pay for treatment but is resistant. Was given names of three treatment referrals today. He agreed to schedule and keep first appointment with his choice of treatment within 30 days.

PLAN: 1) Defendant to report monthly before the 15th of each month, he works 3:00pm - 12 midnight so appointment times will be late AM. Next OV set for May 10, 1989 at 11:00AM.

2) Defendant instructed to attend AA meetings at least 2 times weekly, given verification slip, AA number and directory. P.O. will monitor attendance, occasional MOBATS; will be encouraged to consider formal alcohol treatment.

- 3) Defendant to choose treatment option for anger counseling:
 - 1) Robert O. Brown
 - 2) Men's Resource Center
 - 3) Dr. Michael Smith

(at his expense) and will enter treatment no later than May 15, 1989. Will call to advise of date/time of appointment prior to next office visit.

- 4) No contact with victim, defendant advised of restrictions. P.O. to phone victim, send letter, monitor via collateral contact with treatment provider, victim. Home visit within 60 days to both reported residence and victim residence to verify compliance.
- 5) Probation fee start date is April 30, 1990, defendant reports fine paid, will verify before next office visit.

VRO - 1 year probation; follow terms of RO; Anger treatment per P.O. find and maintain gainful employment.

3-30-89 - Intake, summary by OD fees were waived at sign-up
Case assigned, Medium

4-30-90 - First Office Visit.

Defendant early for scheduled 9:00AM appointment. 50 year old recently divorced from wife of 20+ years. Appears depressed, is chronic alcoholic. Was househusband last 9 years, now resides in apartment above a rural tavern and cleans up tavern in exchange for room, board and probably alcohol! No record other than 2 VRO's and 1 DUII (5 years ago). Remorseful, teary and admits to a "bad temper" but doesn't want to give up alcohol. VRO's involved damages to property. Defendant denies physical abuse of ex-wife.

Discussed conditions, resources, options. Motivated, looks appropriate for initial group screening and a try with AA.

- PLAN:
- 1) Reporting 2 times monthly until enters treatment, every other Monday at 9:00AM (due to depression, alcoholism, unemployment etc etc!!).
 - 2) In House Domestic Violence group, appointment scheduled with Dr. Smith for screening (MMPI, anger inventory releases done today). Will enter group no later than June 1, 1989.
 - 3) AA attendance mandatory 3 times weekly, occasional MOBAT, P.O. to make occasional FV/HV to residence/tavern.

- 4) Review RO, defendant advised, NO CONTACT, informed that I would be in regular contact with victim. Monitoring will involve collateral contact via telephone to victim, victim letter; will further assess extent of violence history and level of risk.
- 5) Employment not adequate, defendant will be referred to WERC program following 30 days of sobriety and compliance with other aspects of plan. Primary issue now is depression, alcoholism. Defendant is basically a displaced home-maker, has few skills. Next Office Visit May 14, 1989 at 9:00AM.

ASSAULT IV - 3 years probation; 120 hours ACS within one year; maintain employment; No abusive contact with victim; Anger and violence counseling.

3-30-89 - Intake by OD, summary. Case assigned - High.

4-25-89 - First OV, defendant no show, called listed number, disconnected, reviewed report, called victim number, defendant there, directed to report no later than 4:00PM or face consequence. Defendant arrived 20 minutes later, was with victim/girlfriend. Defendant loud, obviously angry. P.O. alerted Team Leader and clerical of possible problem brewing. Met with defendant lengthy interview. He eventually calmed but escalates rapidly and is loud and intimidating. Met alone with victim, gave her list of phone numbers for shelter and crisis intervention.

She is fearful but "loves him" and wants to stay together. Financially and emotionally dependent, has 2 illegitimate children 4 and 6, different fathers and has been with defendant since youngest child born. Will not go to shelter and has little in the way of support. Gave her written information and advised that she is at risk, she agreed to call police if defendant gets violent and she has a sister in Beaverton. Sister doesn't know she's been beaten, told her to tell and established with her a safety plan. She was directed to leave and return home as defendant would be here awhile. Met again with defendant. He's still angry and also fearful of jail. Outlined plan:

- 1) Weekly reporting, every Tuesday at 5:00PM, defendant normally works construction, seasonal - sporadic, will adjust if interferes with job.
- 2) No abusive contact with victim. Advised that includes all types of abuse, including verbal and psychological. Informed of monitor plan, regular P.O. contact with girlfriend and others as needed,

- 3) Anger/Violence counseling - P.O. to further assess and make referral at next O.V. Appointment set for MMPI, Anger Inventory at next O.V.
- 4) ACS, 120 hours. He has appointment tomorrow and wants to work Artquake.
Next OV set for Tuesday, May 2, 1989, at 5:00PM.
NOTE: P.O. to review all reports, records be sure other staff here on May 2, 1989.

Woman slays husband after beating acquittal

FRANKLINTON, La. (AP) — A woman whose husband had just been acquitted of beating her pulled a gun in the courthouse lobby Thursday and shot him dead, authorities said. She also was charged with trying to shoot his lawyer.

"You read the news and see it happens in California and all over, but you'd never think it'd happen in our little parish here," said Sgt. W.E. "Sleepy" McGehee, spokesman for the Washington Parish sheriff's office in rural southeast Louisiana.

He said Irene B. Burch, 49, who had been booked originally on two counts of attempted murder, was being held late Thursday for murder.

Her husband, James E. Burch, died about 7:45 p.m. — about eight hours after he was shot — at Riverside Medical Center, said McGehee.

"She and her husband . . . had just been to misdemeanor court in the upstairs courtroom of the district court. Mr. Burch had been tried and acquitted of simple battery on Mrs. Burch," McGehee said.

Deputy William Stogner, on duty in the courthouse lobby said that Irene Burch went into the concessions stand there, then came out and started shooting, according to McGehee.

"She allegedly fired two times at Mr. Burch's attorney, Sam Collett of Bogalusa, then shot her husband in the back. Five shots were fired," McGehee said.

DO AND DON'TS

Do believe the victim. Victims tend to minimize the violence not exaggerate it.

Do get the women and kids into a safe situation or check very specifically how she can get to safety if it happens again. Help her make a plan.

Do get the abuser help for his violence. Abusers are seldom evil or crazy, but they need to be pushed into getting help. The violence is his problem no matter what other problems the marriage or family have.

If alcohol is a factor, get him alcohol or drug treatment.

Do look for and expect Child Abuse by either the man or woman as it happens in 50 percent of all cases.

Do get the kids counseling.

Don't assume the cause is poor communications or alcoholism or her being provocative.

Don't blame the victim.

Don't "cool them down" and give them a warning.

Don't ignore it or fail to ask routine questions about violence.

Don't ask the woman what happened in front of him unless you're absolutely sure she won't get hit for it later.

Don't let it slip even if it's a hard case and neither want to do anything about it. For the sake of the kids, it must stop or they will probably grow up to abuse as well.

MODEL PROBATION ORDERS

FOR

VIOLENT FAMILY MEMBERS

FINANCIAL

support
attorney fees
restitution
 direct
 indirect
peace bond

PROTECTIVE

restraining orders
search and seizure
intensive supervision
supervised visitation
cooperation with social services

TREATMENT

substance abuse
 abstinence
 urinalysis/alcoscan
 anabuse/trexacon
confrontative therapy
anger/stress control
support groups: AA, NA, PA
family counseling

PUNITIVE

fine
jail
loss of liberty
community service
humiliation

To the Defendant:

WARNING

THIS ORDER REMAINS IN EFFECT UNTIL EXPIRATION DATE OR UNTIL FURTHER ACTION BY THE COURT.

If you have been ordered to remain away from a particular household, you can be arrested if you return, **EVEN IF YOU RETURN WITH THE PERMISSION OF THE PERSON WHO SOUGHT THIS ORDER AGAINST YOU.**

The police will keep a copy of this order until the expiration date or until it is ended by the Court. They may arrest you if you are found in the household.

If the person who sought this order against you is willing to let you return, he or she must appear before the Court and ask that the order be ended. If this is not done, **the order will remain in effect.**

The Court may extend this order beyond the date listed. Before you return to the household, be certain you see a copy of the order stating "Order Vacated" or "Dismissed". Otherwise, you may be arrested.

INFORMATION CONCERNING RESTRAINING ORDERS
UNDER THE FAMILY ABUSE PREVENTION ACT
IN MULTNOMAH COUNTY

A "restraining order" is a court order which forbids a person who has physically abused or threatened you from continuing to do this. The restraining order lasts for one year. Abusers who disobey these court orders will be arrested by the police and punished by the courts.

YOU are the PETITIONER -- the person who wants the court's protection.

The OTHER PERSON is the RESPONDENT -- the person you want restrained from injuring or threatening you.

WHO IS QUALIFIED FOR A RESTRAINING ORDER:

You MUST meet all 4 of the following tests:

1. ABUSE -- The other person must have abused you in any one of the following ways:
 - a. Attempted to injure you.
 - b. Purposefully injured you.
 - c. Purposefully caused you to fear being seriously injured.
 - d. Forced you to have sexual relations.
2. WITHIN THE LAST 6 MONTHS -- The abuse (injury or threat) must have occurred within the last six months.
3. CURRENT DANGER -- You must be in immediate danger of further abuse at the present time.
4. RELATIONSHIP TO ABUSER -- You must be related to the respondent in any one of the following ways. The respondent must be:
 - a. your husband or your wife
 - b. your ex-husband or your ex-wife
 - c. an adult related to you by blood or marriage
 - d. someone with whom you now "cohabit" (live together in a sexual relationship, same or opposite sex)
 - e. someone with whom you "cohabited" (lived together in a sexual relationship, same or opposite sex) within the last two years
 - f. the other parent of your minor child

WHAT THE RESTRAINING ORDER COSTS:

There is NO fee to get a restraining order or to have the sheriff "serve" on (personally deliver to) the respondent a copy of the order. All court hearings about the restraining order are also free.

WHAT THE COURT CAN DO:

1. PROTECT YOU -- A restraining order protects you from violence by ordering the respondent:
 - a. not to molest, interfere with, or menace you or your children, and
 - b. not to enter your home, school, business, or workplace (if you need this added protection).
2. ORDER THE RESPONDENT TO LEAVE YOUR HOME -- The court can require the respondent to move from your residence if:
 - a. You are married to the respondent, or
 - b. you and the respondent jointly own or rent your residence, or
 - c. you are the sole owner or renter of your residence.

NOTE: If you are not married to the respondent, and the respondent is the sole owner or renter of the place where you have been living, the court can not order the respondent to move from your home at this point; there must be a hearing first where the respondent has a chance to tell his or her side.

3. CUSTODY AND VISITATION -- If you and the respondent have children together, temporary custody and visitation can be awarded.
 - a. If you want custody of your children, make sure you make that request on the "petition" (request form).

NOTE: This restraining order CANNOT change a custody order already in effect in a divorce case or other custody suit. You will need to see a lawyer if you want to change the custody order in that other case. You can still obtain a restraining order if there has been abuse, but the judge will not award you custody if the respondent already has a custody order because of another case.

- b. When custody is awarded as part of your restraining order, "reasonable visitation" of two weekends

per month will also be ordered unless you request and provide reasons for a different type of visitation arrangement.

NOTE: The Family Services Department in the county courthouse provides free, private "mediation" services for parents who disagree about custody or visitation. "Mediation" is a discussion between the parents in the presence of a counselor who helps guide their conversation. These counselors will not report to the court on your discussions, but will provide a calm and safe setting for parents who want to discuss their children's future.

If you have a restraining order, but both you and the other parent want to participate in mediation, you can contact the Department of Family Services at 248-3189.

REQUESTING A RESTRAINING ORDER

1. You do not need a lawyer to request a restraining order. If you think you qualify for a restraining order, you will need to fill out a "Petition for Restraining Order to Prevent Abuse." This "petition" (request form) is available from the Family Law Clerk in room 211 of the county courthouse. Sample forms and instructions are also available there. The courthouse is open from 8:30 a.m. to 5:00 p.m. every weekday except holidays.
2. When you are filling out the "petition" (request form), you are describing the abuse which has occurred and why you feel you are currently in danger. You should be very specific in describing what has happened to you, and provide as much detail as possible (when the abuse happened, what the respondent did, and how you were injured or afraid).
3. A clerk will review your petition and submit it to the judge at either 9:00 a.m. or 1:30 p.m., depending on when you finished filling out your forms. The judge will then decide whether the facts you have described qualify you for protection under the law. You will have to go back to the courthouse to pick up your order after the judge has signed. The clerk will tell you when to come back.
4. You must tell the truth on your petition for a restraining order. Lying on this form is a misdemeanor crime and carries a maximum penalty of one year in jail and \$300 fine.

SERVICE OF THE RESTRAINING ORDER

1. Once the judge grants a restraining order, it must be served on (personally delivered to) the respondent before it can be enforced. You cannot serve the order yourself. Service can be done by:
 - a) the county sheriff (for free) in the county where the respondent is, or
 - b) a friend or relative who lives in Oregon and is at least 18 years old.
2. If you do not know where the respondent is, you can still qualify for and request a restraining order. Once the judge grants the order and you have filed the original at the courthouse, take all your copies home with you. Keep them in a safe place. When you find out where the respondent is, a friend or relative can then serve the order.
3. If a friend or relative serves the restraining order, he or she must fill out a form entitled "Proof of Service." This form is also available from the Family Law Clerk in Room 211 of the county courthouse. The form is returned to the court once your friend or relative has filled it out. Instructions for filling out and filing this form with the court and the police are also available in Room 211.

THE RESTRAINING ORDER HEARING

1. The respondent can request a hearing after being served with a restraining order. If you want the order to remain in effect, you must go to this hearing and tell your side of the story.
2. You do not need a lawyer at the hearing, although you may choose to have one. If you do not have a lawyer, you will want to bring any witnesses, photographs, or other evidence you have that helps tell your side of the story.
3. The hearing will probably be quite short, probably about one-half hour or less. Many times the hearings do not start on time, so try to make child care arrangements that account for delays.
4. The Family Law Clerk will notify you if the respondent requests a hearing. Be sure that the "contact" address and phone you listed for yourself on the petition are places and numbers where you check for mail and messages every 2 to 3 days. The clerk will have no way to reach you if you move and don't provide the court with your new address [See page 7]. If a hearing is held and you do not appear, the court will probably cancel your restraining order.

VIOLATIONS OF THE ORDER

1. Both you and the respondent are required to obey the terms of the restraining order. YOU MUST NOT DO ANYTHING WHICH PERMITS THE RESPONDENT TO VIOLATE THE COURT ORDER (for example, inviting the respondent to your home even though the court has ordered that he cannot go there). If you permit the respondent to violate the order, the judge could cancel your order or even punish you for "contempt of court." If you want to change or cancel the restraining order, you can ask the court to do so [see page 6 of this brochure]. Until the court changes or cancels the order, it remains in effect in its present form and the police will enforce it even if you object.
2. If the respondent violates the restraining order, you should call the police. any police officer in the state can and should enforce the order.
 - a. The police are required to arrest a respondent who violates the restraining order, even if you don't want the respondent arrested.
 - b. Make sure a police report is filed by the police officer who answers your call.
3. If the police arrest the respondent:
 - a. The respondent will be jailed until he or she posts bail (usually \$505) or is released on his or her own recognizance (a promise to appear for court). This could be a matter of just a few hours.
 - b. If you do not want the respondent released because you are afraid, you can call the Recognizance Office at 248-3893, and let them know your position.
 - c. As soon as possible in the morning after the arrest, you must call the District Attorney's office at 248-3873. You must let the District Attorney's staff know if you want to press either criminal charges or contempt of court charges. The District Attorney needs time to prepare the paperwork and must hear from you the morning of the arrest because the respondent will appear before a judge in the early afternoon. [If you want to press charges, the District Attorney's office will help you if you cannot afford an attorney].
4. Within three weeks of the arrest, there will be a court hearing to decide if the respondent is guilty of violating the order (whether he or she is "in contempt of court"). This is not a jury trial; it is a hearing before the judge. If the respondent is found guilty, he or she could be:

ADDITIONAL SAFETY TIPS

If you need to go to a shelter where the respondent cannot find you (especially while you are waiting for a restraining order to be served), you can call the

PORTLAND WOMEN'S CRISIS LINE at 235-5333.

This is a 24 hour number. The Crisis Line will tell you how to contact a confidential shelter or safe home, and can provide transportation from danger to safety for you and your children.

IMPORTANT REMINDERS ABOUT RESTRAINING ORDERS

1. PROVIDE DETAIL -- In your petition (request) for the restraining order, give the judge as much detail as possible about the past injuries and threats as well as why you are in danger now. Tell the judge when the past abuse occurred, what the respondent did, and how you were hurt or afraid.
2. THINK ABOUT VISITATION -- If you ask for custody as a part of your restraining order, the judge will make a decision about what type of visitation would be best for the respondent to have with the children. Tell the judge in your court request what visitation you think is best for the children, and why.
3. UPDATE YOUR CONTACT ADDRESS -- Be sure to list on the restraining order a "contact" address where you can be notified if the respondent requests a court hearing. This does not have to be the place where you are living, if you do not want the respondent to know where you are. Make sure the contact address you list is one where you check for mail and messages at least every 2 to 3 days. If you change your address from the one you listed on the petition, make sure you notify the Family Law Clerk in writing and include the case number from your restraining order.

Write to: Family Law Clerk
 Room 211
 Multnomah County Courthouse
 1021 S.W. 4th Avenue
 Portland, OR 97204

Include your case number!

4. NOTIFY THE D.A. -- As soon as possible in the morning after the respondent is arrested, contact the District Attorney's office at 248-3873 to let them know whether you want to press charges. The District Attorney's office has paperwork to prepare before the early afternoon when the respondent

appears in front of a judge, and they must hear from you as soon as possible. Bring a copy of your restraining order with you if you go to the District Attorney's office.

5. CARRY A COPY OF THE RESTRAINING ORDER -- Always carry with you a copy of your restraining order. It is a good idea to keep an extra copy in a safe place, too.
6. SHELTER INFORMATION -- Contact the Portland Women's Crisis Line at 235-5333 for information on shelter, transportation, counseling, or other needs and referrals.

IMPORTANT PHONE NUMBERS

Family Law Clerk
Room 211
Multnomah County Courthouse
1021 S.W. 4th Avenue
Portland, Oregon 97204

248-3943

(getting or changing a
restraining order)

Multnomah County Sheriff
Civil Process Division
122nd & N.E. Glisan
Portland, Oregon

255-3600, Ext. 263

(delivering the court
papers to the respondent)

District Attorneys' Office
Room 358
Justice Center
1121 S.W. 3rd Avenue
Portland, Oregon

248-3873

(pressing charges against
the respondent for
violating the restraining
order)

Recognizance Office at
Justice Center

248-3893

(letting the court staff
know your position about
the respondent being
released from jail after
the arrest)

Portland Women's Crisis Line

235-5333

(shelters, transporta-
tion, counseling, and
other referrals)

Legal Aid - Family Law Center
Room 1020
310 S.W. 4th Avenue
Portland, Oregon 97204

226-7991

(legal representation re-
garding certain family
law cases for low-income
residents of Multnomah
County)

1.0 DECLARATION OF PRINCIPLES

The treatment of offenders in the State of Colorado employs a variety of theories, modalities, and techniques. Domestic violence perpetrators are a separate category of violent offender requiring a specialized approach. The goal is cessation of violence.

To this end, the Commission subscribes to the following principles:

- 1.1 Violence can never be condoned under any circumstances. All behavior, whether intentional or unintentional, has consequences and is the sole responsibility of the actor.

Perpetrators of domestic violence must learn that engaging in violent behavior has consequences, such as being arrested or being placed on a deferred sentence, suspended sentence or probation. The most prevalent cause of domestic violence is the ideology of patriarchy; however, there may be other complex causes. Payment of one's own treatment is an indicator of responsibility and is incorporated into one's treatment program.

- 1.2 The plight and rights of the victim should be respected.

Victims of domestic violence undergo tremendous turmoil and fear as a result of the violence inflicted. Their feelings and their potential for further harm should always be of utmost consideration. Coordination between the defendant's and victim's therapists is highly recommended within the laws of confidentiality.

- 1.3 The individual differences and rights of the perpetrator should be respected.

Each individual has different needs which should be provided for in the treatment plans.

- 1.4 Treatment providers should design and implement appropriate treatment programs.

The creation of appropriate programs requires a basic understanding of domestic violence dynamics, methods of intervention, and proper alternatives to violence. Providers should be equipped to perform their stated service and not misrepresent their capabilities. Any treatment provider who blames the victim or in any way places the victim in a position of danger is in violation of the principles of these standards. As research in the types of domestic violence perpetrators progresses, philosophical and programmatic changes may be necessary to implement diversified programs.

- 1.5 Treatment providers should cooperate with other interrelated agencies such as law enforcement, the courts, probation, victim advocates, victim shelters' personnel, 'district and city attorneys' offices.

Treatment of the offender is one element of response by a comprehensive community and the criminal justice system that occurs once domestic violence is reported. Continued interagency communication and cooperation is essential to assess the lethality of the violent offender, the potential for harm to the victim, and the effectiveness of the programs. The Commission encourages the development of local coalitions to enhance interagency communication and to strengthen program development.

- 1.6 Treatment providers can contribute to heightened public awareness of the seriousness of domestic violence.

Traditionally, domestic violence was regarded as a private family matter not requiring intervention. Only within the last ten years has the criminal justice system recognized the gravity of this behavior and finally elevated it to criminal status. Public awareness may require an active role on the specialist's part to disseminate this information.

- 1.7 Treatment providers should maintain individual standards that reflect professionalism.

It is important to maintain a personal demeanor that is consistent with a professional appearance and attitude.

- 1.8 State standards should undergo continuous review and revision consistent with experiences of new knowledge, skills, and methods. (Adopted from the American Correctional Association Principle IV¹)

The State Commission is committed to meeting at least twice per year to review the standards and to consider suggestions for improvement.

- 1.9 State standards should reflect the fact that each judicial district has unique geographic features, problems, and resources within the State of Colorado.

State standards allow each district to incorporate its special needs.

- 1.10 The State Commission recognizes the fact that minority populations may have unique treatment needs.

All treatment agencies should serve culturally diverse populations. Staff composition should reflect the cultural diversity of the community that they serve and should ensure that minority employees can progress to a supervisory or management position.

- 1.11 The State Commission should perform its assigned function as stated by statute and not assume additional duties unless specifically authorized to do so.

Interrelated issues may arise from the promulgation of the state standards; however, the Commission cannot act in any capacity other than that set by law or by an amendment to the statute.

1. Commission on Accreditation for Corrections, Manual of STANDARDS for Adult Probation and Parole Field Services, Commission on Accreditation for Corrections, Inc., Rockville, Maryland, 1977, p. xii.

2.0 PURPOSE FOR DOMESTIC VIOLENCE TREATMENT STANDARDS

The Colorado Treatment Standards for Domestic Violence Perpetrators was created to assure the following:

- 2.1 The purpose of treatment standards is to eliminate domestic violence.
- 2.2 Treatment standards provide a means of reducing or eliminating violence, reflect concerns of the people of the State of Colorado, and are sanctioned by statute, which furthers the protection of the public.
- 2.3 Treatment standards provide recognition of current, appropriate intervention methods that provide the public with expectations of services.
- 2.4 Treatment standards establish a minimum level of responsibilities and service expected from treatment providers, which allow local boards to evaluate programs and provide a basis for future program development.
- 2.5 Treatment standards help ensure that defendants will receive appropriate therapy that is compassionate and humane based on individual needs.
- 2.6 Treatment standards mandate that only the highest level of professionalism will be accepted and encourage individual responsibility in reaching these standards.
- 2.7 Treatment standards will enhance the public's awareness of domestic violence, give victims and perpetrators increased access to treatment, and reinforce the concept that violent behavior is unacceptable.
- 2.8 Treatment standards will provide stimulation for research. The assimilation of research results will help improve treatment methods.
- 2.9 Treatment standards acknowledge that therapy is an acceptable method of reducing violence and are sanctioned by Section 18-6-801(3), 8B C.R.S. (1988 Supp.) and other related statutes.
- 2.10 Treatment standards encourage statewide communication and interaction among treatment providers.

3.0 DEFINITION OF DOMESTIC VIOLENCE

For the purpose of this manual, the definition of domestic violence as defined by Section 18-6-801, 8B, C.R.S. (1988 Supp.) is as follows:

- 3.1 "On or after January 1, 1989, a person commits the crime of domestic violence if he inflicts or threatens to inflict on a person with whom the actor is involved in an ongoing intimate relationship or with whom the actor has been involved in such a relationship, any bodily injury or the destruction of property or threat thereof as a method of coercion, control, revenge, or punishment."
- 3.2 The following expanded definitions of domestic violence are included as a reference for treatment providers of perpetrators of domestic violence.
 - 1) Physical violence: aggressive behavior including but not limited to hitting, pushing, choking, scratching, pinching, restraining, slapping, pulling, hitting with weapons or objects, shooting, stabbing, damaging property or pets, or threatening to do so.
 - 2) Sexual violence: use of physical force to make someone perform any sexual act against one's will.
 - 3) Psychological violence: intense and repetitive degradation, creating isolation, and controlling the actions or behavior of another person through intimidation or manipulation to the detriment of the individual.
- 3.3 In addition to the above definitions, it should be noted that domestic violence perpetrators typically exhibit one or more of the following characteristics:
 - ▶ Little or no concern for the consequences of their behavior;
 - ▶ Increased control over the victim;
 - ▶ Recurrent and escalating behavior.

6.0 TREATMENT APPROACHES

6.1 Group Therapy

Group therapy is the treatment of choice for domestic violence perpetrators; however, treatment may be provided on an individual basis. Treatment providers, through their respective agencies, may decide whether groups will be open (accepting new members on an ongoing basis) or closed sessions.

6.2 Substance Abuse

If the initial intake evaluation indicates drug and/or alcohol abuse, this should be addressed either prior to or, in conjunction with, the client's treatment. Referrals to other agencies for specialized treatment may be initiated in those circumstances. Violence cannot be successfully treated without treating the substance abuse problems. Treatment for substance abuse may not be substituted for a client's treatment for domestic violence behavior.

6.3 Inappropriate Treatment

Any treatment approach or practice that blames or intimidates the victim or places the victim in a position of danger is not appropriate. Ventilation techniques such as punching pillows, the use of batakas, etc., are not appropriate. Domestic violence perpetrators typically possess poor impulse control and therefore require intervention techniques that strengthen impulse control.

7.0 TREATMENT STANDARDS

7.1 Intake Evaluation

At intake, a client evaluation should be conducted and should include the following:

- 7.1.1 A profile of the client's violent behavior including independent descriptions from criminal justice agencies, victims, and other treatment providers.
- 7.1.2 A psychological examination and diagnostic impressions, if deemed appropriate.
- 7.1.3 An assessment of the client's potential for harm to self or others.
- 7.1.4 Medical health history.
- 7.1.5 Social/psychological/cultural history.
- 7.1.6 A proposed treatment plan which addresses alcohol and/or controlled substance abuse, child abuse, sexual abuse, and the presence or absence of psychosis.

7.2 The minimum length of treatment is 36 weeks; however, under the following criteria, the treatment provider may reduce the length of treatment to 24 weeks if the client:

- 7.2.1 Has been free of all forms of violence as defined in section 3.0 for five months from the inception of treatment according to victim and client reports.
- 7.2.2 Has accepted responsibility for previous violent behavior.
- 7.2.3 Has cooperated in therapy by talking openly and processing personal feelings.
- 7.2.4 Has engaged in a violent domestic violence episode one time only, according to all victim contacts.
- 7.2.5 Has a low probability of continued violence.
- 7.2.6 Has no known alcohol or drug abuse involvement.
- 7.2.7 Has met financial responsibilities of the treatment program.

7.2.8 Has not harassed the victim.

7.2.9 Has no obsessional thinking regarding jealousy, or blaming the victim for real or perceived injuries to self-esteem. Has no obsession with abandonment issues, or attempts to locate the victim, if separated.

7.3 Intervention Standards

The following elements must be included in the treatment of domestic violence perpetrators:

7.3.1 All treatment providers should have the knowledge and capability to develop a safety plan for a victim.

7.3.2 A proposed treatment plan should be implemented as determined through the intake evaluation process.

7.4 Content of Psycho-Educational Therapy Program

7.4.1 Definitions of violence. (Mandatory)

7.4.2 Cycle of violence. (Mandatory)

7.4.3 Time outs - client removes self from potential violent encounters. (Mandatory)

7.4.4 Provocation. (Mandatory)

7.4.5 Methods of control (isolation, intimidation, and the use of female/male privilege). (Mandatory)

7.4.6 Anger management. (Mandatory)

7.4.7 Stress management. (Suggested)

7.4.8 Sex role training. (Suggested)

7.4.9 Conflict resolution. (Suggested)

7.4.10 Communication skills training. (Suggested)

7.4.11 Owning, reexperiencing, and taking responsibility for one's acts of violence. (Mandatory)

7.4.12 Attitudes towards the opposite sex. (Mandatory)

7.4.13 Sociocultural basis for violence. (Mandatory)

8.0 DISCHARGE CRITERIA

- 8.1 Therapist's judgments and information from the victim will be used to determine whether a client will be given either an administrative or clinical discharge.

A clinical discharge is given under the following conditions:

8.1.1 Successful termination from the program with no recommendation for further treatment.

8.1.2 Violation of the conditions of the treatment contract, such as continuing to have violent episodes.

- 8.2 An administrative discharge is given under the following conditions:

8.2.1 Termination from the program due to an inability to continue in the program (for example, a move out of state or a referral to another treatment program).

8.2.2 Expiration of court-ordered therapy, even though the client has not met the criteria for a clinical discharge. This could be due to a refusal to attend and use therapy appropriately; for example, a client has the ability to complete the treatment program but does not actively and willingly participate.

- 8.3 If the client continues to exhibit signs of violence either at the time discharge is being considered or during the course of the treatment program, the therapist must:

8.3.1 Contact the victim.

8.3.2 Contact court officials to initiate a revocation of probation, deferred sentence, or suspended sentence. A request for an order for an increased length of treatment may be made.

8.3.3 Ask the client to continue in therapy with increased involvement or refer the client to another treatment program.

ACCOUNTABILITY TO BATTERED WOMEN

Men* who batter have historically not been accountable to the women they have assaulted and abused. The battered women's movement is now beginning to demand accountability from men who batter and from those who provide counseling services to men who batter. This handout will only address the question of accountability by the batterer. The issue of accountability by those providing counseling services to the batterers will be developed in a forthcoming book authored by Barbara Hart on the work by men to end violence against women.

This paper assumes that batterers cannot be accountable until they have been free of violence, coercion, intimidation and other controlling behaviors for a period of not less than six months.

During the pre-accountability period, the batterer may be responsible to the battered woman by working to end his violence and controlling behavior. Many men who batter apologize profusely for their violence shortly after an assault. Clearly, the purpose of the remorse and apology is to again gain control over the battered woman. To persuade her to return home, to avoid going to counseling, to obtain visitation with the children, etc. Unless a batterer has succeeded at being responsible and non-violent for an extended period of time, all attempts at accountability are merely manipulation and/or intimidation of the battered woman.

Accountability can occur only when the batterer is no longer able to gain any advantage over the battered woman through acknowledgement of his wrong doing. Accountability is not possible until a battered woman has some belief that violence will not again be used to control and/or manipulate her.

Accountability is possible both for the batterer who continues to live with the woman he assaulted and for the man who is permanently separated from the woman he victimized.

Accountability includes acknowledging to the battered woman and to the community of friends and family of both the victim and the abuser that:

- the batterer assaulted and abused the victim

- he did so by committing specific acts of violence and control which must be enumerated

- his behavior was inexcusable

- his behavior was not caused by stress, childhood learnings, jealousy, chemical dependency, etc. He was not out of control

- he was violent and abusive in order to control and/or punish her

- he deeply regrets his actions and is horrified that he inflicted such pain and suffering upon the battered woman and all others secondarily affected.

*women who batter should be required to meet the same standards

*1984, PCADV and Barbara Hart (ss intent)

badisc,holly

he is not asking for forgiveness nor expecting reward or approval for his acknowledgement

he understands that the victim may be terrified and/or intimidated by him now and possibly forever; that she may never trust him again

he can enumerate the losses sustained by the victim.

Besides acknowledgement of his actions, his responsibility for the violence and the serious losses imposed on the battered woman, the batterer needs to do the following in order to be fully accountable:

find significant others to support and enforce his non-violence

leave the battered woman alone if that is her choice

recognize that he must, henceforth, limit contact with her, with her friends and her family so that she may move out of isolation and back into the community. If this means restricting his own life so as to provide her with freedom of communication and access to support persons, he will so restrict himself.

discontinue gathering information about the battered woman from family, business associates and friends in order to use the power of information about her life over her

sexual abuse (affairs, withholding sex, etc).

He will pay restitution, including out-of-pocket expenses for medical, psychological and shelter services. The batterer will replace the woman's lost earnings and replace property destroyed through violence or lost in her flight to safety.

Provide financial support to the woman and her children.

He will not manipulate the children in any way to discredit the battered woman.

Finally, neither the community nor the batterer can anticipate that the battered woman should respond in any favorable way to the batterer because of his accountability.

Accountability does not imply conciliation or reunion.

This standard of accountability is tough. Some say it seems punitive. To require less is to leave the battered woman isolated, intimidated, discredited and endangered. Accountability requires that the batterer attempt to undo the major damages he has done in the woman's life. Strong measures are required.

The standards of competencies required to provide adequate psychotherapy include specific attitudes and values. Such therapists must:

1. Support women who have been victimized.
2. Not accept stereotyped myths about battering relationships.
3. Appreciate natural support systems in the community.
4. Be willing to help create new support systems.
5. Be willing to cooperate and untangle bureaucracy for unskilled clients.
6. Collaborate with other professionals.
7. Deal with their own fear of violence.
8. Understand how institutions oppress and reinforce women's victimization.
9. Be willing to be role models for their clients.
10. Be willing to deal with complicated cases.
11. Appreciate the work of non-credentialed paraprofessionals.
12. Be able to formulate their own outlets for anger.
13. Tolerate clients' anger.
14. Allow their client to work through her issues without pushing too fast.
15. Tolerate horror stories and terrorizing events.
16. Allow clients to return to a violent relationship without becoming angry with them.
17. Respect and believe in people's capacity to change and grow.

There is a body of knowledge demonstrating that women often do not receive adequate psychotherapeutic intervention owing to sexist attitudes held by psychotherapists. Dr. Phyllis Chesler's book *Women and Madness* began to detail such practices. The American Psychological Association has produced several studies documenting the existence of such sexist attitudes and has recommended changes in the training of psychotherapists in order to overcome the negative effects these biases can produce.

APPENDIX A

Form letters, informational handouts and self-test useful
in this caseload.

April 17, 1990

Victim's name
address
city and state

Dear (victim):

My name is (Probation Officer) and I am the Probation Officer of (Offender). As you know, (Offender) has been ordered by the Court not to have any contact with you.

I would like you to contact me once monthly and inform me of how you are doing. If (Offender) has any contact with you, please contact the police and contact me as soon as possible. I have enclosed a list of Women's Resources that we find beneficial for victims. I would encourage you to contact them at your convenience.

Sincerely,

MULTNOMAH COUNTY PROBATION SERVICES

Probation and Parole Officer

BDM:1mb

Attachment

APPENDIX A

Form letters, informational handouts and self-tests
useful in this caseload.

Women's Support Groups and Resources List

1) YWCA

1111 SW 10th, Portland, OR 97205 #223-6281
*Numerous programs available.

2) LUTHERAN FAMILY SERVICES

605 SE 39th, Portland, OR 97214 #231-7480
*Cost is on a sliding scale. Offer group and one-to-one therapy.

3) CATHOLIC FAMILY SERVICES

231 SE 12TH, Portland, OR 97214 #231-4866
*Cost is on a sliding scale. Offer one-to-one therapy.

4) RAFAEL HOUSE OF PORTLAND

P.O. Box 19797, Portland, OR 97210 #222-6222

5) BRADLEY-ANGLE HOUSE, INC

Alma Goodard #281-2442
#232-7805
*A Shelter Home for Women and Children in Crisis.

6) WOMEN'S CRISIS LINE

#235-5333

WELCOME TO PROBATION SERVICES ANGER CONTROL GROUP

The primary goal of this group is to prevent physical, sexual, property and/or psychological violence in your life by helping you to learn to cope with anger, stress, frustration and anxiety in positive, constructive ways. We also hope to help you better understand yourself as well as your partner through your developing better communication skills and an understanding of what makes relationships work.

To reach these goals, we have found it necessary to follow these guidelines:

Your sessions will meet every Wednesday from 4:30 to 6 pm.

Each participant is required to make a 26-week commitment to the program. If you have more than two unexcused absences during any 26-week period, you will be dropped from the program. It takes most men a minimum of six months to a year of counseling before they begin to feel in control of their anger and how they express themselves. If you want to continue with the group after your program is complete, it is possible to make arrangements to do so.

If you plan to drop out of group, two weeks notice is expected. It is disruptive to the group when members drop out without any notice.

In case of problems during the week, don't forget to use your phone list of the group members, as well as your counselors. Reach out if there is a crisis; that is what we are there for.

Good luck!

Client Name

Signature

Date

May 2, 1989

Victim's name
address
city/state

Dear (Victim):

(Offender) is participating in Probation Services Anger Control Counseling Program. It is our understanding that you have been the victim of domestic abuse and that you have made the decision to work with Mike to overcome this problem.

(Offender) will be learning to assume individual responsibility for his violence. He will acquire methods for stopping all forms of violent behavior. He will be taught anger management and learn to rehearse the constructive expression of anger in group sessions. Weekly homework and exercises will stress accountability and progress.

Your participation in this program is essential. It will be helpful for both partners to work toward a cooperating relationship. It is, therefore, important for you to check in with the Probation Officer every two weeks and to notify the officer immediately if any violence occurs.

I have enclosed some written handouts for your information. Please feel free to contact me at 248-5051 if I can be of any assistance.

Sincerely,

MULTNOMAH COUNTY PROBATION SERVICES

Probation and Parole Officer

JAT:lmb

Attachments

ABOUT YOUR PARTNER

Why do men come to the Anger Control Program?

Usually, a man enters our program after he has had an incident of violence and his partner has left, threatened to leave or he has been prosecuted for an assault. Many men in group have told us that it was only after their partners have left or he has been prosecuted that they realize the seriousness of their violence.

Unfortunately, some men are not ready to change even after a crisis. Some men will come to group only because it looks good to others and because it convinces their partner to take them back. But real change is possible only if your partner decides he wants to change-regardless of whether you remain together or not.

Am I to blame for his violence?

Absoulutely not. Marital conflict, stress, personal problems prior to the marriage do not cause violence. Many men have stress without hitting. Indeed, there are many alcoholics even who never hit. Even in the heat of anger, men make the choice to hit. They do not "go crazy" or "lose control" but know who to hit, where to hit, and how hard to hit to accomplish their ends. The men in our groups when they become honest with themselves, admit they use arguments or stress as an excuse to take out their anger on someone they think they can get away with hitting.

Violence only makes matters worse in a relationship, because it creates an atmosphere of fear and mistrust. It never gets the man what he really wants and thus he will escalate his violence over time. We are committed to helping the men identify what it is they really want and need in life and helping them find ways to obtain those goals without controlling others.

Wouldn't marriage counseling be a better solution?

Not if violence or the threat of violence still exists in a relationship. Men often say, "it takes two to tango", but it only takes one to hit. Violence is a man's response to his own feelings and frustrations. It is his attempt to control you. Marriage counseling can only occur when both parties are able to say the hard things to each other without fear of physical harm. It is only after the violence and intimidation end that marriage counseling can work. We encourage marital and family counseling after the violence is ended and all attempts at controlling others has stopped. Otherwise, marriage counseling will not work.

Doesn't drinking cause him to be violent?

No. Anger and alcohol abuse are two similar but distinct problems. They often go hand in hand, but one does not cause the other. Both problems need to be addressed. Alcohol abuse for a man with an anger problem that he is barely suppressing, however, is like throwing gasoline on a fire-it makes it easier for him to hit; it disinhibits him. Other times, the drinking is just an outright excuse. "I don't remember hitting you", implying the alcohol hit you not him. That is simply not true.

What if he's sorry?

Most men are sorry about the violence afterwards. In fact, remorse is the third stage in the "cycle of violence". The cycle begins with a slow build up of tension and is marked by his gradual withdrawal and silence or his picking little arguments. The man avoids talking about his feelings with an "I can handle it" attitude. This builds until he's walking around like a time bomb ready to explode when some tiny incident occurs that he decides is justification to explode. After the explosion, he is usually sincerely sorry and tries to make up. This is the hearts and flowers stage. He promises an end to the violence and drinking. He promises to go to AA, to therapy, buys presents, watches the kids, anything to get things back to normal. Yet when the dust settles and she returns, he begins his build up towards an explosion again. Without taking full responsibility for his behavior and his feelings the guilt and apologies will only lead to resentment and more violence.

Can he really change?

Yes, but only if he gets help. Experience shows that men who are violent will most likely continue with their pattern of physical violence and emotional control unless they receive counseling. Change does not occur overnight, many men drop out along the way when the real work begins and the going gets tough. Don't believe in miracle cures after a few sessions. "I've changed" or "I've learned my lesson" are usually said to convince the wife to come home or justifying him dropping out of group.

Should I leave if he is violent again?

Maybe you should leave before he is violent again if you see the build up occurring. Your first consideration should be your and your children's safety. Call for specific advice if you see a buildup happening (222-6507; 281-2442; 235-5333; 223-6161). Experience and studies show very clearly men who are violent do what they can get away with. Good intentions are useless when angry. The most loving and helpful thing you can do for him and his therapy is to draw a line and make it stick. It takes tough love to leave, to call the police and to prosecute when

violence occurs, but it will help him stop and find other ways to deal with his anger when that door is closed. It will keep you safer as recidivism declines after an arrest, and it will improve the chances of the relationship. We have seen many relationships destroyed by a woman's not taking a stand and his violence going on, while we have never seen a relationship hurt by a prosecution.

What happens in group?

Specific anger control techniques are taught the men and the group deals with each man's individual pattern of anger and abuse. The men learn to take time outs, to identify and express the primary feelings underlying their anger, and to develop safe friendships where they can express their feelings. They identify where their feelings are rooted in their childhoods and deal with those early issues without taking it out on their families. They learn to relax, to lower their exedations of others, to take care of them and to modify their self talk that fuels their anger. Primarily, they learn to take responsibility for their behaviors, their feelings, their own happiness and security and their lives.

How do I know when he's changed?

Change comes slowly, but the rule of thumb is to trust your gut feelings. If he says he's fine and you still feel uneasy, you're right. Violence is an addictive behavior that he will have to control all his life. There is no magic cure, but you might ask yourself these questions:

Has he stopped being violent and threatening?

Does he take time outs when he gets up tight?

Are you still afraid when you're with him?

Is he able to become angry without frightening others?

Can you say the hardest things to him without fear?

Is he able to hear and respect what you say, even if disagreeing?

Does he still make you feel responsible for his happiness, his anger, and his frustrations?

Does he respect your right to say no?

Does he respect your right to be different and to make your own decisions?

Does he talk more, act more patiently, seem more relaxed?

Does he talk about the violence without being defensive or sweeping it under the rug?

Are you able to express anger freely?

NAME: _____

DATE: _____

EXAM - PART ONE

- 1) What are the four different types of Domestic Violence? Provide an example for each type.
- 2) Describe the cycle of violence.
- 3) What are the characteristics of the cycle of violence?
- 4) How has violence affected your partner?
- 5) What changes have you noticed in her behavior, be descriptive.
- 6) How does Domestic Violence affect your children?
- 7) What is one method that you have learned for stopping the violence?
- 8) Describe the different aspects of taking a time out.

EXAM - PART ONE

- 9) What is the purpose of keeping an anger journal?
- 10) Provide written examples of positive self-talk, negative self-talk that you use.
- 11) Describe the signs, both body signals and behavioral signs which indicate to you that you are becoming angry.
- 12) What are three (3) different ways anger is controlled? Define each of these methods.
- 13) How does recognition of your anger level help you?
- 14) There are several options listed in your workbook on how you can control your reactions to OTHER people's expressed anger toward you. Describe how you can prevent your response from escalating to violence. Provide at least two (2) examples.
- 15) Write down five (5) methods you have used to do something physical during a time-out or anger episode?

EXAM - PART ONE

- 16) Provide an example of a recent incident where you have felt a high level of anger.
- 17) Briefly describe what you have learned from your anger control class that has been the most helpful to you.

- 17) Briefly describe what you have learned from your anger control class that has been the most helpful to you.

NAME: _____

DATE: _____

EXAM - PART TWO

18) What is stress?

19) What events in your life cause you stress?

20) Of what is chronic stress composed?

21) How do you recognize when you are under stress?

22) How do you reduce stress in your life?

23) What is jealousy?

24) What is the basic fear involved in jealousy?

25) How can you effectively deal with jealous feelings?

EXAM - PART TWO

26) How does alcohol affect you?

27) What role has alcohol played in your cycle of violence?

28) What are feelings?

29) In order to become more aware of your feelings, what obstacles do you need to overcome?

30) How will being aware of your feelings help you communicate non-violently?

31) When behaving in a violent manner, what did you do with your feelings when you behaved:

a) unassertively?

b) aggressively?

32) Give at least one example of an assertive response to angry feelings.

33) Review pages 129 through 132 dealing with the question "How far have you come"? Then describe areas where you need to make more effort to insure that you will never behave in a violent manner again.

MULTNOMAH COUNTY PROBATION SERVICES

Domestic Violence Project

Presented by:
Ruth Crossen
August 21, 1990

PROBATION SERVICES DOMESTIC VIOLENCE PROJECT

Multnomah County Probation Services has developed a comprehensive supervision program for domestic violence offenders. The program has been in effect for five years. This paper is a description of this program and the results achieved.

The Abuse Prevention Act enacted by the State of Oregon in 1977 identified domestic violence as a criminal assault. An increase in community awareness and response by local police departments to the new state statute resulted in an increase in referrals of domestic violence offenders to Probation Services. There is a lack of adequate resources in our community to deal with this problem. There is also a shortage of probation staff to adequately supervise these violent offenders.

Research has shown that most family violence is part of a psycho-social pattern that often can be impacted by intervention. We believed that if we could obtain funding for additional probation officers, we could provide enhanced supervision and develop a treatment plan that would work for these offenders. These officers would specialize in domestic violence intervention theory and practice and would assume supervision of the majority of the domestic violence offenders.

A proposal was therefore submitted to the Multnomah County Board of County Commissioners in July of 1985. Probation officers had identified approximately 50 offenders who were on probation for direct family violence offenses. An estimated 50 additional offenders were on probation for indirect offenses that were a product of family violence. Current staff levels precluded active intervention in these cases. The proposal was submitted to obtain additional staff. The Multnomah County Board of County Commissioners supported this new project and provided the funding for us to hire one additional probation officer who would specialize in family violence. The program began in October of 1985.

In October of 1985, the probation caseloads of Multnomah County Probation Services Field Services Unit were screened to identify probationers who had been convicted of domestic violence or related offenses. We found the treatment resources available in the community were very limited and did not address the needs of this type of offender. Available community treatment programs were frequently not willing to work with the criminal population. We therefore developed an in-house program for men who batter.

We assigned each domestic violence offender to a high supervision caseload and required a minimum contact of two times a month with the probation officer. The criterion for those offenders accepted for domestic violence intervention, was that the person must have been convicted of a crime related to an incident of domestic abuse. It was

helpful if the offender had also been sentenced to a minimum of two years probation, preferably with a suspended imposition or suspended execution of sentence. There were no problems in finding enough cases that fit this very limited criteria. The majority of these probationers had been convicted of Assault in the Fourth Degree (spousal abuse).

The caseload averages 35-50 probationers. Approximately one-half of the caseload is provided direct treatment services (group, individual counseling or both) by the assigned probation officer and consulting staff. Probationers who are not amenable to treatment, who refused treatment, or are in some way unsuitable for treatment are given high level supervision and monitoring for criminal activity. Probationers who would not be accepted into treatment are people who have a major mental illness, poor attendance and failed to report, may be mentally retarded, or have a multiplicity of problems that are beyond the scope of the treatment provided by the probation office. These cases continue to be supervised by the domestic violence probation officer at a high level of supervision and the Courts are kept informed on the status of these cases. The entire caseload receives case management services, crisis intervention, frequent probation supervision contacts, and referral services from the assigned probation officer.

Program Description:

Evaluation

This includes intake, assessment, and screening to determine an appropriate case management plan. This initial screening is completed by the assigned probation officer in consultation with a clinical psychologist and a psychiatrist who are part of Probation Services staff. The assessment usually includes the Monroe Scale, a Violence Inventory, the Minnesota Multiphasic Personality Inventory, an interview with the psychologist, review of all records and police reports related to assaultive behavior, family and social history, a substance abuse assessment and screening, and collateral contacts with the victims whenever possible. This initial screening process takes approximately one to three months and includes several interviews with the probation officer. This process determines the appropriate treatment plan.

The probationer is assigned Track I, Track II, or Track III depending upon the outcome of the evaluation and the probation plan developed through this process. The plan may include referrals to community treatment resources and more than one treatment type. Substance abuse support groups such as AA and NA are frequently included in a probation plan. All probationers referred to the domestic violence caseload receive this evaluation. Each offender has an individual probation plan. Each offender's probation plan includes at least two monthly office visits, monitoring of records, payment of fines and fees, and one-to-one counseling intervention with the probation officer when time permits.

Track I

An in-house program was developed to provide anger control counseling for men who batter. We developed a group counseling format. We provide direct treatment services to a small group of men who can not afford to receive treatment in the community or who are not acceptable for treatment in the community agencies that are available.

Additionally, these probationers receive probation supervision and at least one monthly one-to-one counseling session with the probation officer. The probation officer monitors compliance with the treatment plan and provides case management services for the offender. Collateral contact with the victim is made whenever possible. The anger control treatment program is six to twelve months long. The therapy type is Cognitive-Behavioral. The probation officer and a clinical psychologist facilitate an open ended group. Requirements include regular attendance, payment of fees, reading and homework exercises, and active participation in the group process. The primary goal is to end the violent behavior. There is mandatory group attendance for a minimum of six months. Consequences for re-offending include a Court hearing and usually recommendation for jail.

Track II

Probationers who are not accepted into the Probation Services Anger Control group are usually referred to a private clinician, community treatment agency, a substance abuse treatment agency, or a combination of treatment services. Program time is still six to twelve months. The probationer is provided with case management and supervision by the assigned probation officer. Those who receive treatment services outside of the probation department are monitored closely. This assures their participation in treatment services outlined in their individual probation plan.

Track III

Probationers who are not amenable to treatment are assigned to this track. These probationers are frequently noncompliant, heavily involved in substance abuse, and deny that they are in need of treatment. This component is highly supervised. Efforts are made to work with these probationers. They are provided crisis intervention and one-to-one counseling sessions with the probation officer. Treatment options are regularly discussed with the probationer; however, supervision and protection of the victim is the primary component in this track. Violations are promptly reported to the Court to insure a level of protection for the victim.

After Care

Follow up services continue for three to twelve months, depending upon the term of the probation. Probationers who complete Track I, Track II, or Track III continue to receive case management and

probation supervision by the probation officer. They have a minimum of two contacts or individual sessions with the probation officer each month. Collateral contacts with victims and monitoring of compliance with the Probation Order continues. An overall supervision plan is followed throughout the probationary period and they receive a high level of supervision.

Discussion

Domestic violence offenders require a highly specialized level of services. These cases are high risk and have the potential for continued violence. Frequently there is ongoing domestic abuse. The probation officer assigned to this caseload provides crisis intervention services to both offenders and to the victims. The probation officer is familiar with the local resources for offenders and victims. The probation officer works closely with the battered women's groups, with the community resources that work with men who batter, and with the police and the District Attorney's office. Networking with other agencies helps to provide a consistent response to abusive behavior.

Judges are kept informed of the progress of each case. It is not uncommon for an offender to re-offend and to be taken back before the sentencing Judge. We stress accountability in this program. Holding probationers accountable for their abusive behavior is critical for a successful outcome. Whenever there is a re-offense by any offender accepted into a treatment program, we encourage the victim to contact the police and to contact the probation officer. The probationers are advised that any offense will be reported to the Court by the probation officer whether or not the offense has been reported to the police. They are informed that the abusive behavior is considered a violation of probation. It is imperative that this program continue to receive the support of the sentencing Judge and the Courts. When violations are reported, prompt action from the Court will assist the program in setting clearly defined limits. Clearly defined limits can facilitate the change process and needs to be consistent for all domestic violence cases.

Many of the men we have seen in this program were raised in an abusive family environment and many now have children of their own. Domestic violence affects these families as this cycle continues. The primary goal of this program is to decrease the violent behavior, to break the cycle of violence. Counseling intervention, supervision, and a prompt response to violations can all provide a means to meet this goal.

Successful intervention is not always completion of a treatment program. Revocation and incarceration can also result in protection for the victims and their children. The victim is provided with an opportunity to seek shelter or relocate, to seek counseling for the family, to obtain a restraining order or legal assistance (without fear for her safety) while the offender is in jail. Anger control and other counseling programs are now available in the jail setting for the offenders as well.

OUTCOMES: A THREE YEAR REVIEW

107 probationers were accepted for supervision in the Probation Services Domestic Violence Unit between October 1985 and October 1988. 36 were assigned to Track I, 41 were assigned to Track II, and 30 were assigned to Track III.

Substance abuse was identified as a problem in 85 of the cases reviewed. Probationer's refusal to comply with substance abuse treatment has been a primary reason for probation failure. It is important to consider that there are limited resources in our community that provide intensive drug and alcohol treatment for indigent and highly resistant probationers.

Unemployment was identified as a problem area. 47 probationers were chronically unemployed. 27 of those who worked earned less than \$5 per hour and were marginally employed in unskilled labor jobs.

55 probationers reported that they were raised in an abusive family environment. They had witnessed their fathers hit their mothers and/or were themselves beaten as children. A majority (64) of these offenders were raising children of their own.

34 offenders failed to comply and were unsuccessful in completing this program. 22 of these probationers were revoked and sentenced to jail. The remainder had probation violation warrants issued for their arrest.

31 offenders successfully completed probation and treatment. 42 continued to receive service at that time.

This program provides for a high level of supervision and specialized services targeted to interrupt the cycle of violence and reduce the violent behavior of probationers. We have demonstrated that probation can make a difference in the lives of troubled families.

There is clearly a need for low cost or free substance abuse treatment, adequate jail space, and additional probation staff.

The community and the criminal justice system must commit themselves to intervene in domestic violence cases and provide the services necessary to end violence in families.

Quarterly Executive Management Review Format
Department of Community Corrections
July 1, 1989 - June 30, 1990

COMMUNITY PROJECTS CREW
Alternative Services Division

Key Measurable Objectives:

Housing & Community Development Contract =
184 work days minimum/6 clients minimum/8 hour days
for 8,832 hours a year.

City of Portland Parks Bureau Contract =
184 work days minimum/6 clients minimum/8 hour days
for 8,832 work hours a year.

Funded Level:

1989 - 1990 = 3 FTE Group Project Leaders plus
administrative and clerical support.

1990 - 1991 = 2 FTE Group Project Leaders plus
administrative and clerical support.

\$82,000/year
44,000 - City of Portland Contract

Progress Report:

1989 - 1990 Services included:

1 Designated Housing and Community Development Contract
not renewed for 1990 - 1991. Total hours 11,684.

1 Designated City of Portland Park Bureau Contract
renewed for 1990 - 1991. Total hours 18,576.

1 County General Fund Crew serving a variety of public
and non profit agencies in Multnomah County.

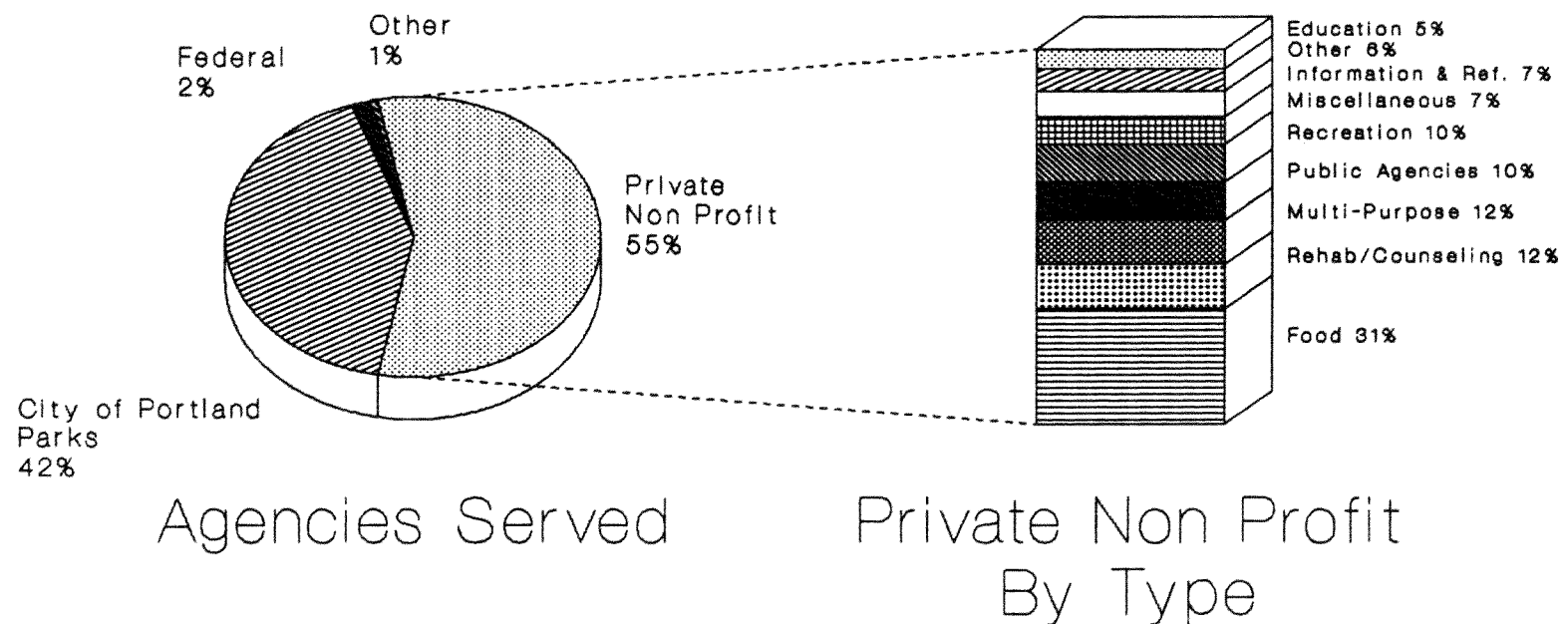
Total Community Project Crew hours 1989 - 1990 36,232 or 53%
of the total ACS contribution to the community at a low estimated
value of \$172,588.60.

Question and Answer session

Future indepth briefing? Yes_____ No_____

COMMUNITY PROJECTS CREW

July 1989 - June 1990



DATE: July 10, 1990

TO: Capt. R.M. Tobin

FROM: S.Winn / Asian Intell.

BUREAU OF POLICE
Portland, Oregon
INTER-OFFICE MEMO

SUBJECT: Asian Gang Detail 2nd Quarter 1990

This quarter reports verify that car prowling and related crimes, auto theft, and extortion remain the staples of Asian Gang Crime. Reports during the quarter also show at least weekly occurrences of violent Asian gang crimes including assaults, robbery and gang fights. The number of incidents per month has remained fairly constant with an average of 9 to 11 Asian gang related incidents per month. Not counted within these statistics are intelligence reports received during the quarter which along with regular police reports have detailed gang movements and trends.

The name of the game so far as Asian gang trends are concerned is mobility. Through effective networking with police and federal agencies across the nation we have identified links between Portland based gang affiliates and gang affiliates in the communities of Biloxi Miss, Garden Grove Calif, San Diego Calif, Stockton Calif, Westminster Calif, Philadelphia Pa, and Randolph Mass. to name a few. Asian gang members use this mobility to escape detection and apprehension for crimes they commit from one jurisdiction to the next. A natural result of this mobility has been the resurgence of out of town gang affiliates to the Portland Metro Area during this quarter.

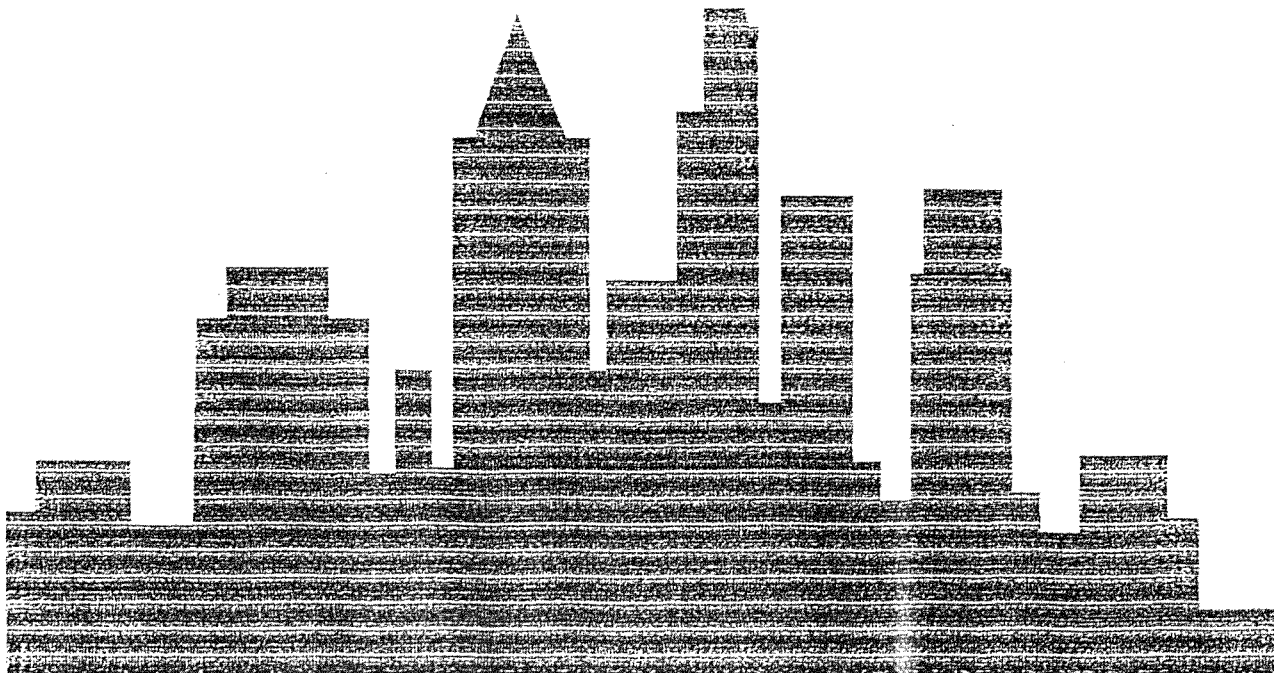
Some of these out of town gang members have been responsible for significant crimes in the City of Portland. One such case which occurred during the 2nd quarter was the extortion attempt at the Thai Binh restaurant committed by Stockton Calif., based gang affiliates. The crime was significant not only by the nature of extortion but also by the fact that the perpetrators fired shots during the crime showing the violent tendencies of many gang members. Through surveillance, the use of informants and standard investigative technique the Asian Gang Detail in cooperation with the Detective Division was able to identify all participants in the crime. Three arrests have been made with NCIC warrant outstanding for the fourth accomplice who is at large.

Another significant event has been the successful conclusion of the 99 Super Market Robbery Arson Investigation. Documented gang affiliate Van Pham has been convicted and sentenced to prison. Charly Pham the Store owner has been indicted as an accomplice in the conspiracy. An interesting aside on the case has been that a co-conspirator in the case, Bobby Chuong, has just been arrested in Randolph, Mass. on auto theft and weapons charges. Insufficient evidence exists to charge Chuong with the Arson Robbery in Portland. Randolph Authorities report that they have identified Chuong as a member of a Vietnamese assassination gang operating in their jurisdiction.

PORTLAND POLICE BUREAU
GANG ENFORCEMENT TEAM

GANG ACTIVITY UPDATE

JULY 1990



Patrol Districts

70+

30+

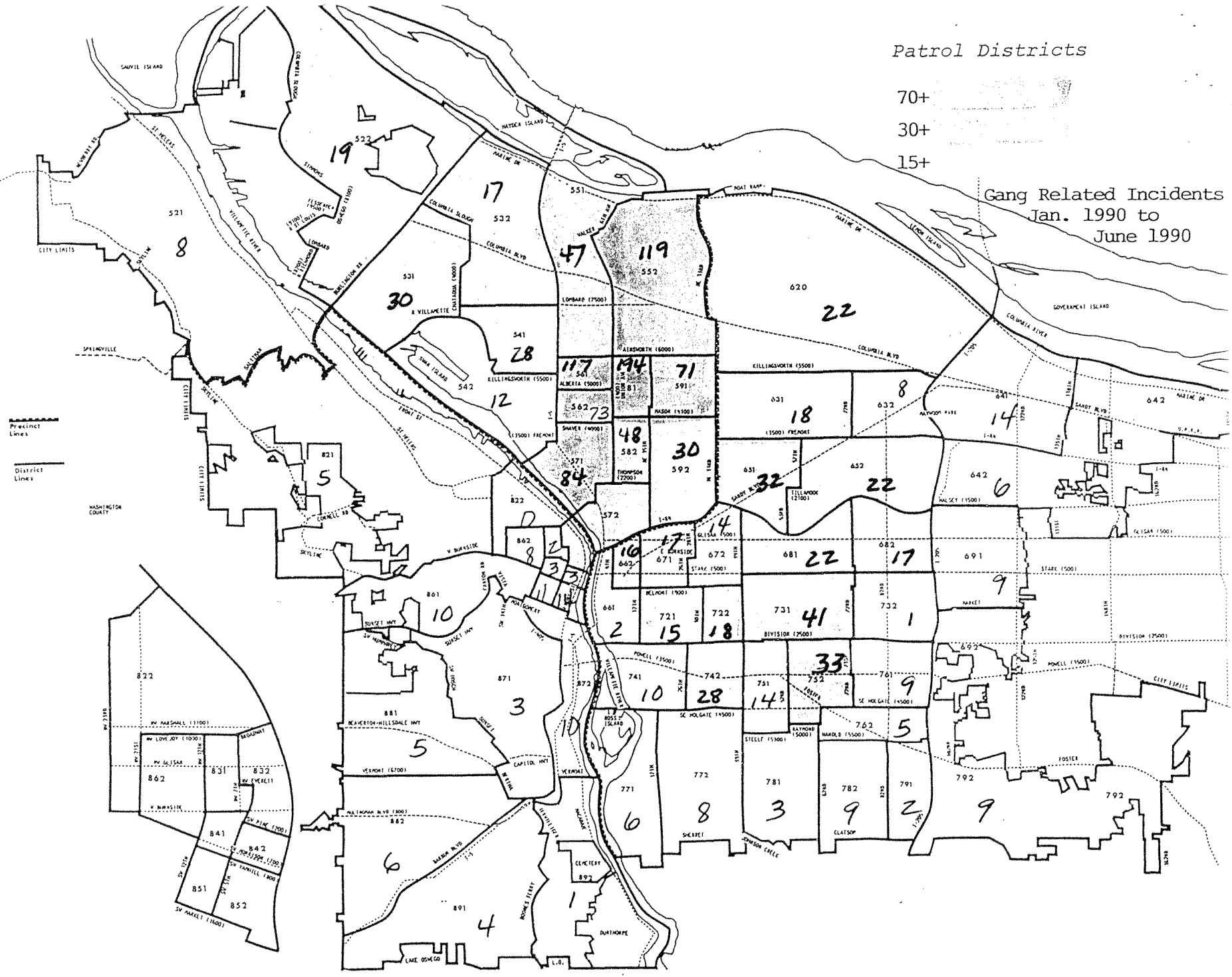
15+

Gang Related Incidents
Jan. 1990 to
June 1990

NORTH
FESSENDEN 9500
ST LOUIS 9100
RICHMOND 8200
OSWEGO 8100
CHATAUQUA 4000
I-5 1500
UNION 400

NE/SE
LOMBARD 7500
ATKINSON 6000
KILLINGSWORTH 5500
ALBERTA 5000
MASON 4100
SHAYER 4000
FREMONT 3500
TILLAMOOK 2100
HALSEY 1500
GLISAM 500
BURNSIDE- 0
STARK 500
BELMONT 900
DIVISION 2500
POWELL 3500
HOLGATE 4500
RAYMOND 5000
STEELE 5300
HAROLD 5500
CLATSOP 8700

SW
LOVEJOY 1000
GLISAM 500
YAMHILL 800
PINE 200
MARKET 1600
VERMONT 6700
MULTNOMAH 8000
MACADAM 0500



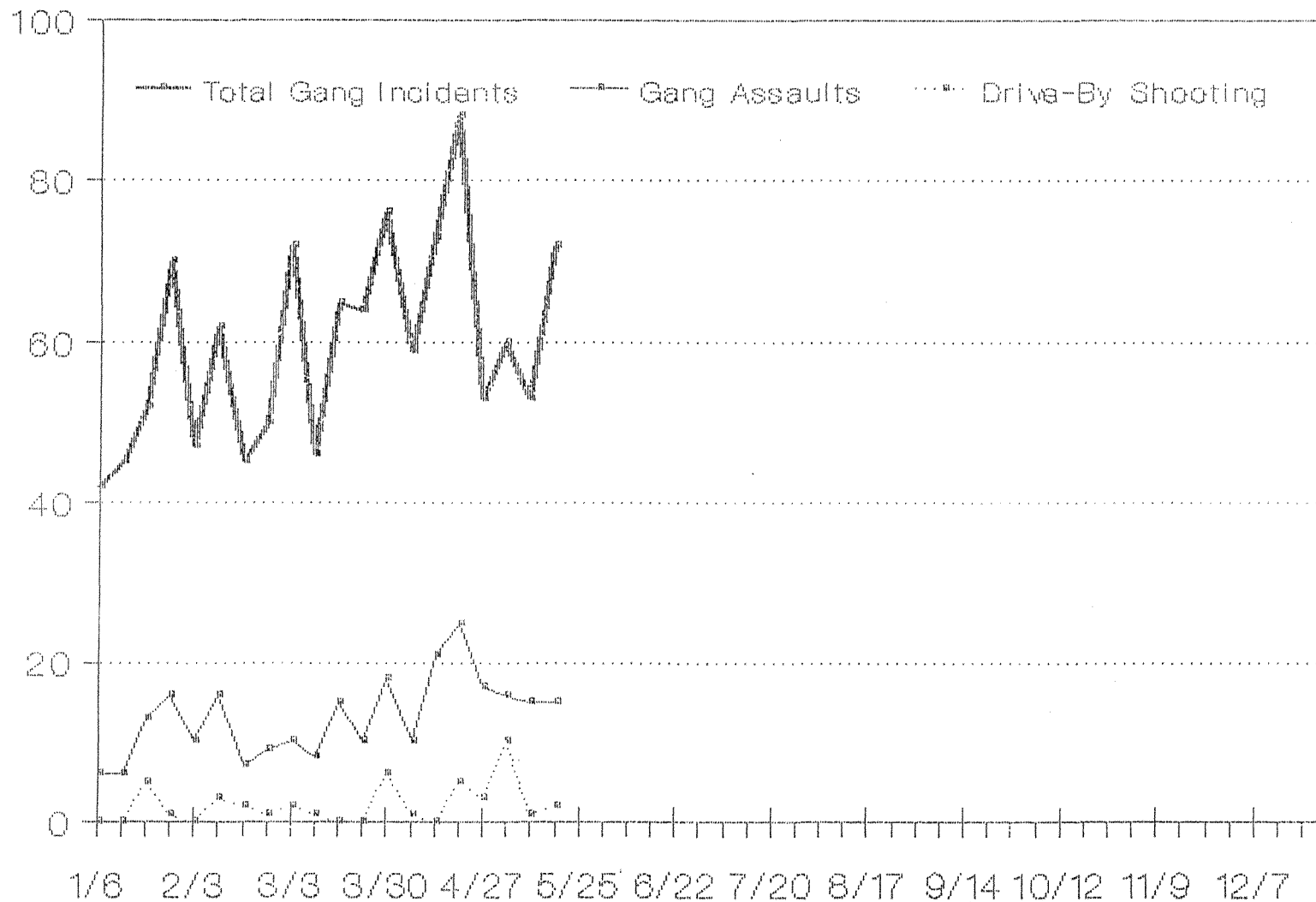
**PORTLAND POLICE BUREAU
GANG ENFORCEMENT TEAM**

GANG ACTIVITY

6 Month Comparison 1989 - 1990

<u>OFFENSE</u>	<u>1990</u>	<u>1989</u>	<u>% CHANGE</u>
Criminal Homicide	2	3	-33.3
Forcible Rape	6	6	0
Robbery	82	72	+13.8
Assault	365	317	+15.1
Larceny	61	30	+103.3
Motor Vehicle Theft	16	14	+14.2
Arson	17	8	+112.5
Vandalism	176	134	+31.3
Weapons	43	48	-10.4
Sex Offense	4	1	+300
Drug Abuse	53	67	-20.8
Disorderly Conduct	62	39	+58.9
Threat/Trespass/Vndlsm/etc.	76	68	+11.7
Fugitive	69	10	+590
Suicide	3	0	
Property	18	22	-18.1
Unspecified Gang Activity	222	244	-9
Gang Act/Drive by Shooting	50	59	-15.2
Other Gang Related Offenses	294	208	+41.3
<u>TOTAL</u>	1,619	1,350	+19.9

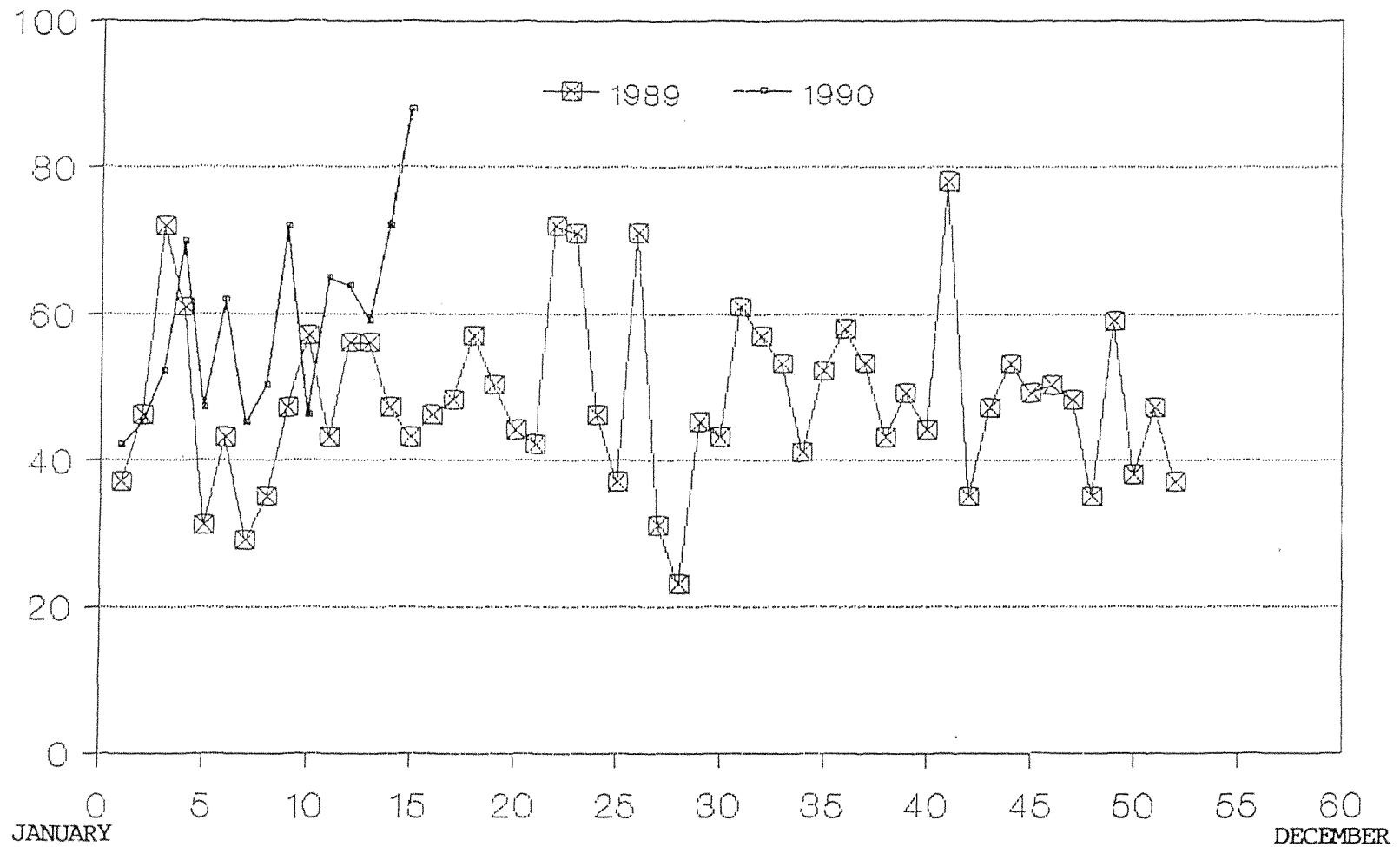
Gang Activity 1990



REFER TO ATTACHED NUMERICAL SUMMARY FOR SAME PERIOD

Total Activity

Yearly Comparsion



REFER TO ATTACHED NUMERICAL SUMMARY FOR SAME PERIOD

BLACK GANG TRENDS

Comparing the first six months of 1990 with the same time period in 1989, there has been about a 20% increase in the number of gang-related incidents reported to the Portland Police Bureau. Significant to note is that assaults have increased about 15% and though the number of drive by shootings are slightly down this year, there have been an increasing number of shootings with injuries. For example, during the last week, 8 people have been shot in gang related shootings.

There are a group of 30 to 40 gang members that are responsible for the occurrence of a large number of violent incidents. The Gang Enforcement Team is implementing a plan by which those individuals are being targeted by both the juvenile and adult (State and Federal) justice systems in conjunction with G.E.T. to prosecute and remove them from the community.

During the last six months, there have been an increasing number of California gang members conducting their narcotics business in Portland. They number about 20 to 25, but are of serious concern due to the hard core violent nature of their activities. They too are being targeted for special consideration.

NC/ecm

**PORTLAND POLICE BUREAU
GANG ENFORCEMENT TEAM**

WHITE SUPREMACY INFORMATION - UPDATE

June 8, 1990

During the past three to four months, Portland has experienced a steady increase in numbers of Skinheads and Skinhead violence. This is a result of a new phenomenon that is pitting two factions of Skinheads against each other.

RACIST SKINHEADS

Racist Skinheads, sometimes called Nazi Skinheads, began their criminal activity in late 1987. Their movement continued throughout 1988, which saw a variety of crimes, to include vandalism, robbery, graffiti, harassment and murder.

After the November homicide of Mulugetta Seraw, the number of Skinheads, Skinhead incidents and Skinhead gangs increased dramatically. This trend continued until late spring of 1989. As a result of police efforts, major players in the gangs were arrested and gang structures collapsed.

For the rest of 1989 and into early 1990, the gang structure remained non-existent. In its place were so-called independent Skinheads, individuals acting out on their own or with whoever they could join with on the spur of the moment.

Around March of 1990, the gang structures appeared again. Also, organizations began to appear using various acronyms as identifiers. Although these organizations are clearly White Supremacists, it is not always clear if they are Skinheads.

Currently, Portland is experiencing an increase in numbers of racist Skinheads. It appears new people are coming to Portland from California, Idaho and even as far as Oklahoma. They probably total somewhere around 150. Many of these new people make it clear that they are interested in violence; specifically, violence against their rivals, the SHARP's.

SHARP'S

SHARP's, Skinheads Against Racial Prejudice, emerged around March of this year. They received a lot of media attention by claiming they were anti-racists and anti-violent. G.E.T.'s White Supremacy Unit viewed their claims with suspicion and said so to the media. This angered the SHARP's and a squabble between the W.S.U. and the SHARP's began, and continues today.

The W.S.U.'s suspicions were accurate as the SHARP's have proven to be as violent as the racist Skinheads. To their credit, however, they have not committed any racist acts.

SHARP's have joined forces with ARA, Anti-Racist Action and Act Up, a militant gay organization. Together, the groups have slung a lot of mud at the police and the city. They claim we are

giving false information to the public, committing illegal acts and perpetuating racist activity.

There are probably 30 SHARP's with 50 sympathizers that go along with them. They typically load 10 - 15 people in a car and go Nazi hunting. The clashes have resulted in three stabbings, countless fights, one drive by shooting and many acts of vandalism.

The SHARP's were also involved in the President Bush protest. In fact, they were some of the more violent protesters.

PROGNOSIS

The rumors of guns and continual fighting is constant. Skinheads from both sides have been injured and there are no signs of the situation letting up.

The White Supremacy Unit is in contact with gang members from both sides. The problem, however is that the victims always drop the charges, so we are unable to make arrests. The Gang Enforcement Team has responded to large gatherings lately and diffused several volatile situations.

PORTLAND POLICE BUREAU
GANG ENFORCEMENT TEAM

IMPACT OF NW OREGON HISPANIC STREET GANGS ON PORTLAND

June 8, 1990

In order to develop a basis on which to gauge the extent of the impact of Hispanic Street Gangs on the City of Portland, it is first necessary to ascertain the extent of their presence in the various jurisdictions nearby.

To do this, I contacted officers in Marion County, Woodburn, Hillsboro, Canby and Mt. Angel.

SITUATION ACCORDING TO JURISDICTION

WOODBURN

This area with a large Hispanic population has two rival Hispanic gangs. Both have their roots in the Los Angeles California area.

The "HOBZ" (Hang Out Boys) also called "HOBZ 13" apparently became noticeable in the Woodburn area three to four years ago. Their numbers fluctuate but according to WPD, they have 12 - 15 members with others who peripherally align themselves with them. This group is also called "Nortenos" referring to Northern California. When they associate with the Black gangs, it is with the red or Bloods side.

The 18th Street Hispanic gang was noticed by the WPD about 1 1/2 to 2 years ago. According to WPD, there are about 20 members plus other associates. This gang in Los Angeles claims the area around 54th and Main. They consider themselves "Surenos" referring to the southern California area. They show allegiance to the Black Crips gang.

Both groups claim turf in Woodburn. They have been involved in burglaries, assaults, thefts, sale of narcotics and several shootings involving gang rivalries. Recently there has been a lull in gang activity in Woodburn.

MT. ANGEL

According to MAPD, about 6 months to one year ago their city had a small group (5 Hispanic and 1 White) which appeared to be a splinter from the HOBZ gang in Woodburn. This group which called themselves the "Bros" wrote graffiti and were involved in some thefts. Due to some members being in jail this group appears defunct.

HILLSBORO AREA

In the Hillsboro area, officers describe the highest concentration of Hispanic street gang type activity as being in the middle schools. They have a group of 14 to 15 who are junior high age who call themselves the "Lil Cruisers". Another group of 10 to 12 claim the name "Lil Locos".

Their ages range from 14 to 18 years.

Both groups seem turf oriented and much of their activities centers around graffiti writing and petty crimes.

This area has various established Hispanic families which engage in organized narcotic sales but their activities are not turf oriented.

SALEM/KEIZER

According to Marion County officers, the Hispanic gang members they see tend to come from outlying areas like Woodburn or Canby. Especially on weekends the gang members cruise Lancaster Drive and frequent teen hangouts. They have contacted twenty or so HOBZ and 18th Street gang members in their areas.

The male gang members have been involved in thefts, assaults and graffiti writing.

A group of girls who call themselves Hang Out Girls tend to associate with the Hispanic gangsters. Some of these girls have been involved in prostitution according to Marion County Sheriff's Office.

CANBY

In the Canby area, CPD has an active gang called "Low Riders" or "Cholos". They have 12 documented and may have up to 20 there. They have contacted some of the same 18th Street Hispanic gangsters from Woodburn that we have seen in Portland. One was arrested there for possession of a sawed off shotgun.

The LowRiders dress like typical Hispanic street gangsters and have been involved in thefts, graffiti writing and the sale of heroin and cocaine. This gang which has been active in Canby for about 1 to 1 1/2 years reportedly has various guns now and aligns itself with the 18th Street gangsters.

The CPD officers have also observed graffiti extolling the "5th Street" gang from Los Angeles. Though they have not confirmed their presence, officers said information they received indicates that a gang called "Nortenos Catorce" (North 14) also has members in Canby.

At this point they are experiencing a lull in gang activity in their area.

PORTLAND

In Old Town there are numerous Hispanics dealing narcotics, though they do not appear to be street gang connected. In other areas of Portland, Hispanic families are dealing major quantities of heroin and cocaine. The Multnomah County Sheriff's Office has made numerous in roads in impacting that particular type of Hispanic group.

At the street gang level, the activity centers around the Morales family, originally from Los Angeles and Woodburn. They claim 18th Street and align themselves with the Crips when necessary. The largest number of 18th Street Hispanic gangsters that have been contacted here were nine, of which four were from Woodburn.

There apparently have been no contacts made of HOBZ members in Portland or of any Hispanic street gangs other than those mentioned above.

IMPACT TO BE EXPECTED

Based on the reports especially from Woodburn and Canby, as Hispanic gangs become active there, they can be expected to make forays into Portland. Their numbers will likely be few compared to the Black gangs.

There have been at least two occasions where Portland Bloods and Crips have been in Woodburn involved in incidents with guns, so Black gangsters from here are also impacting Hispanic gang problems in other jurisdictions. Since Portland does not have a neighborhood with a high Hispanic concentration, a Hispanic turf oriented gang would have no traditional place to take root. Therefore, Hispanic gangsters who come here from outlying areas are likely to continue to align themselves with Bloods or Crips. This is how we, as a law enforcement agency, are likely to see a Hispanic gang influence impact Portland.

To combat this potential swelling of the Black gang ranks, street pressure on those Hispanic gangsters who come, especially from outlying areas, can be effective. This, of course, requires officers to be alert to their presence in the community.

MC/ecm

Meeting Date AUG 21 1990
Agenda No.: #5

(Above space for Clerk's Office Use)

AGENDA PLACEMENT FORM
(For Non-Budgetary Items)

SUBJECT: 207th Interchange Draft Environmental Impact Statement

BCC Informal August 21, 1990 BCC Formal _____
(date) (date)

DEPARTMENT Environmental Services DIVISION Transportation

CONTACT Scott Pemble TELEPHONE 5262

PERSON(S) MAKING PRESENTATION Scott Pemble, Dave Simpson, Jeanette Kloos

ACTION REQUESTED:

/X/ INFORMATIONAL ONLY / / POLICY DIRECTION / / APPROVAL

ESTIMATED TIME NEEDED ON BOARD AGENDA: 10 minutes

CHECK IF YOU REQUIRE OFFICIAL WRITTEN NOTICE OF ACTION TAKEN: YES

BRIEF SUMMARY (include statement of rationale for action requested, as well as personnel and fiscal/budgetary impacts, if applicable):

An overview of the environmental impacts associated with the improvement of I-84, specifically at the proposed 207th interchange and the planned 207th county connection.

(If space is inadequate, please use other side)

SIGNATURES:

ELECTED OFFICIAL [Signature]

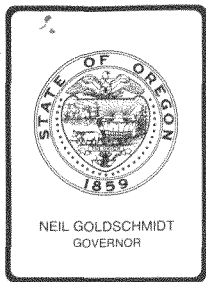
Or

DEPARTMENT MANAGER [Signature]

(All accompanying documents must have required signatures)

3706V/7598V

CLERK OF
COUNTY OF
CLATSOP
10 AUG 14 PM 4:07
OREGON



Department of Transportation
HIGHWAY DIVISION

Region I

9002 SE McLOUGHLIN, MILWAUKIE, OREGON 97222 PHONE 653-3090

August 1, 1990

In Reply Refer To
File No.:

Larry Nicholas,, Director
Engineering Services
Multnomah County
1620 S.E. 19th Avenue
Portland, OR 97233

C626-1974

Subject: Supplemental Draft Environmental Impact Statement
181st - Sandy river Section
Columbia River Highway (I-84)

Attached are 15 copies of the Supplemental Draft Environmental Impact Statement for the subject project. This document discusses the 207th Avenue interchange and 207th Avenue between Halsey Street and Sandy Boulevard. Please distribute copies to your Board of Commissioners and staff. Any extra copies should be made available to the public upon request. Please call me at 653-3243 if you need additional copies.

A formal public hearing will be held early in September to hear testimony on the SDEIS and the section of the project that it covers. I will advise you of the time and location of the hearing as it is scheduled. The public hearing for the full 181st - Sandy river project was held on October 24, 1989.

Given that this section of the project will have an effect on the County's 207th Avenue project, ODOT would be pleased to make a presentation to the Board of Commissioners to inform them of the SDEIS and the upcoming public hearing. We are available in the week of August 20 if that would fit the Commissioners' schedule.

Thank you for the County's participation in the development of this project.

A handwritten signature in black ink, appearing to read "David R. Simpson". The signature is fluid and cursive, with the first name "David" being more prominent.

David R. Simpson, P.E.
Project Coordinator

DRS:po

cc: Jim McClure
Jeanette Kloos
Susie Lahsene

181st AVENUE to SANDY RIVER COLUMBIA RIVER HIGHWAY (I-84)

MULTNOMAH COUNTY

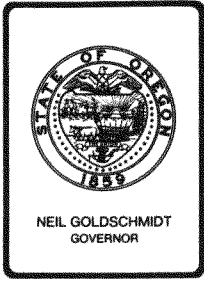


Supplemental Draft Environmental Impact Statement

U.S. Department of Transportation

Federal Highway Administration

Oregon Department of Transportation



Department of Transportation
HIGHWAY DIVISION

In Reply Refer to
File No.:

ENV 3

TO REVIEWERS of the Supplemental Draft Environmental Impact Statement
N.E. 181st Avenue - Sandy River
Columbia River Highway
Multnomah County
I-84-1(9)029

This supplemental draft environmental impact statement is being
circulated for public and agency review. All comments should be
mailed or delivered within 45 days and no later than
_____ to:

Federal Highway Administration
The Equitable Center, Suite 100
530 Center Street N.E.
Salem, Oregon 97301

This office would appreciate a copy of your comments.

Sincerely,

Eb Engelmann, Manager
Environmental Section
Oregon State Highway Division
324 Capitol Street N.E.
Salem, OR 97310

1eb



U. S. DEPARTMENT OF TRANSPORTATION
FEDERAL HIGHWAY ADMINISTRATION

FHWA-OR-EIS-89-02-S

N.E. 181ST AVENUE - SANDY RIVER
COLUMBIA RIVER HIGHWAY
MULTNOMAH COUNTY
I-84-1(9)029

SUPPLEMENTAL DRAFT ENVIRONMENTAL IMPACT STATEMENT

Submitted pursuant to 42 U.S.C. 4332(2)(c)

U.S. Department of Transportation
Federal Highway Administration
and
Oregon Department of Transportation
Highway Division

Cooperating Agencies

U.S. Army Corps of Engineers

7-3-90

Approval Date

Duane Christensen

Duane Christensen, Project Development Engineer

7/19/90

Approval Date

Alan R. Stegman

Federal Highway Administration Official

The following persons may be contacted for additional information:

Richard Fairbrother
Division Administrator
Federal Highway Administration
530 Center Street N.E.
Salem, Oregon 97301
(503) 399-5749

Eb Engelmann, Manager
Environmental Section
Oregon State Highway Division
324 Capitol Street N.E.
Salem, Oregon 97310
(503) 378-8486

ABSTRACT: The proposed project would widen Interstate 84 (I-84) between N.E. 181st Avenue interchange and the Troutdale Interchange from four to six lanes. This document covers impacts associated with a new interchange at N.E. 207th Avenue and the construction of N.E. 207th Avenue from Sandy Boulevard to Halsey Street. Ten mobile homes and five residences would be displaced. About 0.7 acre of wetlands would be impacted. Impacts would be mitigated.

SUMMARY

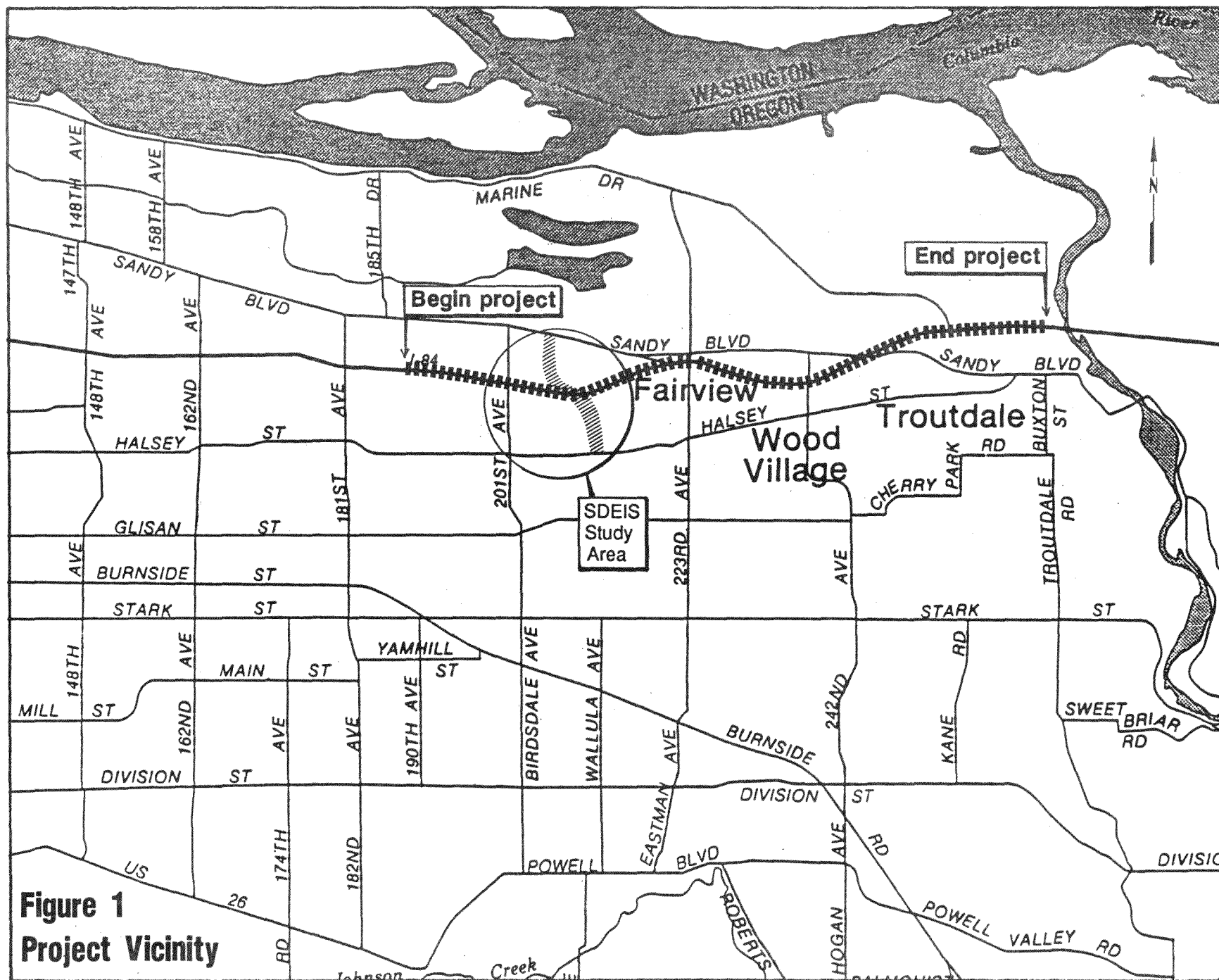
Project Description

The proposed project would widen Interstate 84 (I-84) from four to six lanes between N.E. 181st Avenue interchange and the Troutdale Interchange. See Figure 1. A Draft Environmental Impact Statement, which became available in August, 1989, described the impacts associated with the freeway widening and the interchange proposed at N.E. 238th Avenue. This supplemental document covers impacts associated with changes in design of the new interchange at N.E. 207th Avenue and the construction of N.E. 207th Avenue from Sandy Boulevard to Halsey Street. N.E. 207th Avenue is proposed to be a new, five-lane, north-south arterial, providing local circulation in East Multnomah County. The portion of the arterial discussed in this document connects two east-west arterials, Sandy Boulevard and Halsey Street, which are about 3/4 of a mile apart. The N.E. 207th Avenue Interchange would replace a partial interchange that connects I-84 to N.E. Sandy Boulevard.

Project Impacts

Ten mobile homes and five single family residences would be displaced in the N.E. 207th project area.

About 0.7 acre of wetlands would be impacted. One of the residential parcels to be acquired would be used for the wetland mitigation area.



Related Projects in Area

Multnomah County is proposing additional arterial construction south of Halsey. A project would begin at the southern terminus of the project described in this document (N.E. 207th Avenue at N.E. Halsey Street) and end at N. E. 223rd Avenue and Glisan Street where another Multnomah County roadway construction project is currently under way. Three alternative alignments are currently under consideration for the extension and are shown in Figure 2. All three alternatives begin and end at the same locations. Since one of the three alignments would use essentially existing streets while the others would cross and divide currently vacant land, the selection of an alternative would determine the impacts that would be expected. A separate environmental document will be prepared by Multnomah County discussing the impacts of constructing a new arterial between Halsey Street and Glisan Street.

The Mt. Hood Parkway is a proposed north-south facility extending from I-84 in Wood Village to U.S. 26 south of Gresham. The corridor under consideration is near N.E. 242nd and Hogan Road, approximately 1 1/2 mile east of the proposed N.E. 207th Avenue (Figure 3). This roadway would connect to the N.E. 238th Avenue interchange in Wood Village. A separate environmental document will be prepared for the Mt. Hood Parkway project.

The N.E. 181st Avenue interchange with I-84 is currently under construction. The impacts of this project were discussed in a Final Environmental Impact Statement approved in 1981.

Each of the above projects has logical termini and could be constructed even if other projects are not constructed. In particular, the project described in this document can be constructed and operate successfully without construction of any of the related projects. These projects are proposed as part of the comprehensive land use planning that has and is continuing to occur in East Multnomah County. These projects support the existing and planned development of the area.

Permits Needed

A Corps of Engineers' Section 404 Permit and an Oregon Division of State Lands Removal/Fill Permit would be required for the wetlands filling. Public Utility Commission permits would be needed for the structures crossing railroad tracks.

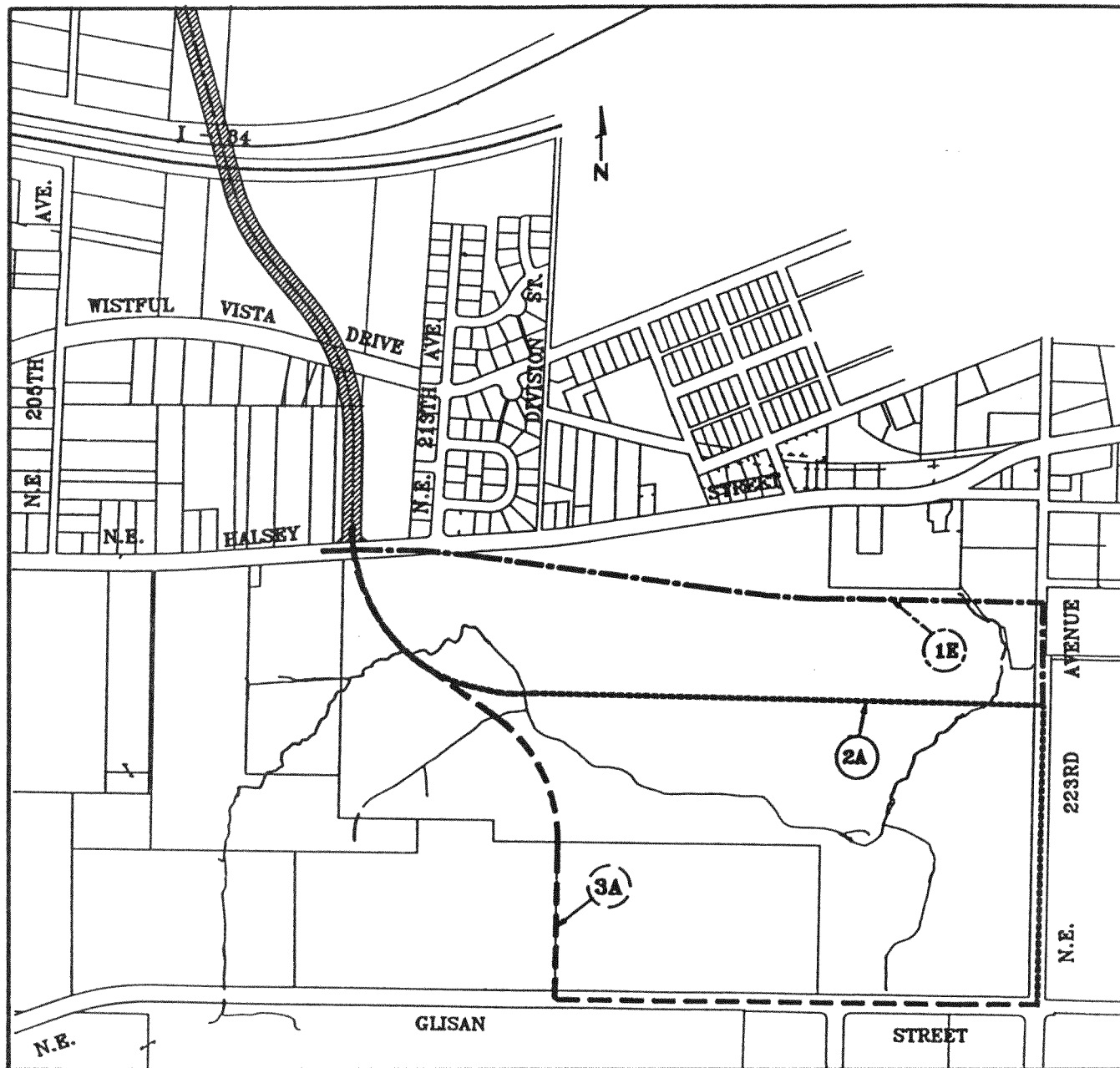


Figure 2
Multnomah County's 207th Connector
Recommended Alignment Alternatives

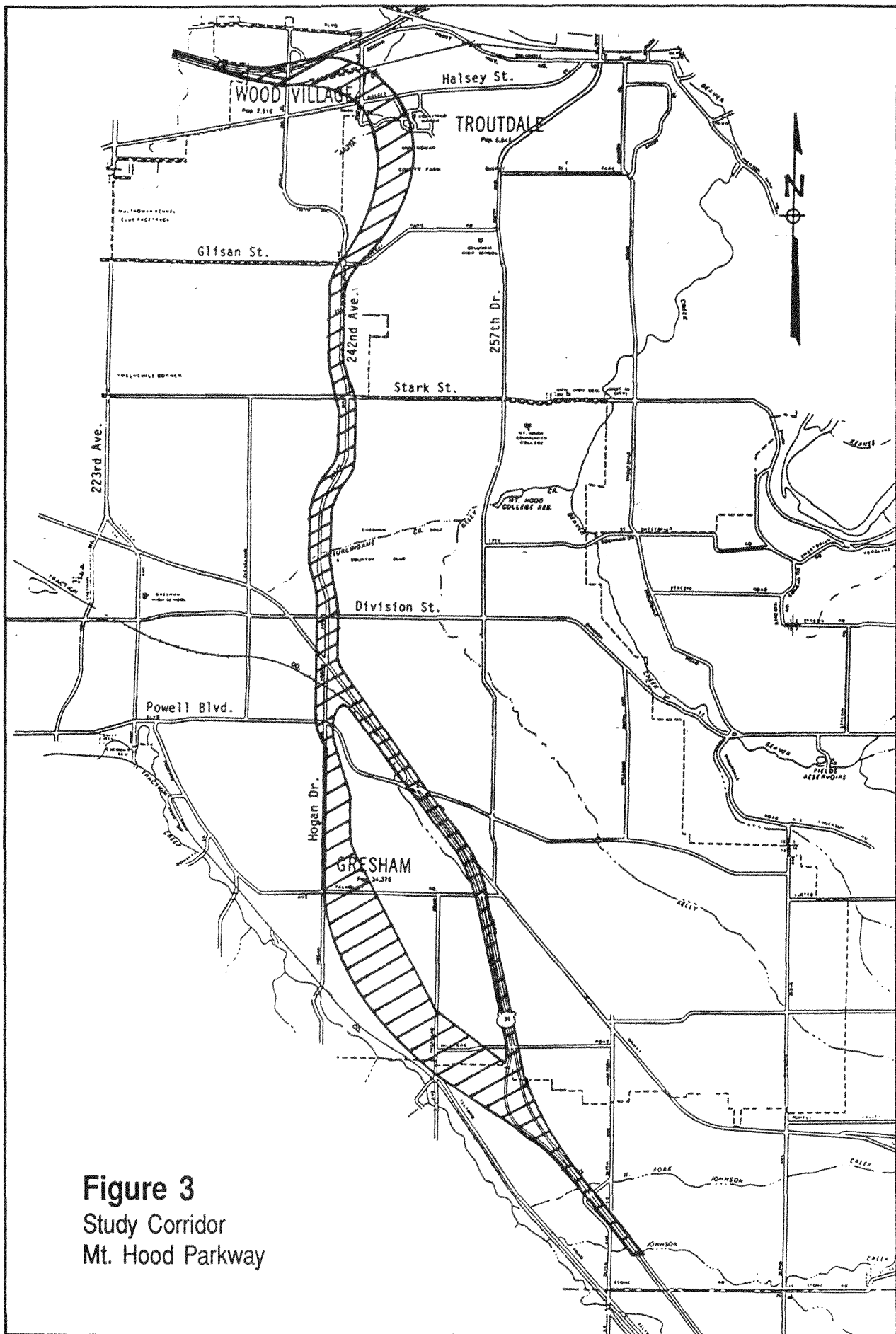


Figure 3
Study Corridor
Mt. Hood Parkway

SUMMARY OF MITIGATION MEASURES

Noise

Noise walls are proposed that would reduce noise levels at the Quail Hollow and Cherry Blossom mobile home parks.

Wetland

Approximately 0.9 acre of wetlands would be created to mitigate wetlands impacts.

Right-of-Way

Displaced residences would be offered relocation assistance. All property owners affected by right-of-way acquisition would be compensated at fair market value for damages and acquired land and facilities.

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PURPOSE AND NEED

General Setting

The proposed project would rebuild the section of I-84 between 181st Avenue and the Sandy River in Multnomah County, Oregon. I-84 passes through the cities of Gresham, Fairview, Wood Village and Troutdale (Figure 1, page ii). The roadway currently consists of a four-lane divided highway, with three full and two partial interchanges. The roadway was constructed before the start of the Interstate program and does not conform to current Interstate standards.

A Draft Environmental Impact Statement was published in August, 1989, which described the need for and the impacts of the freeway widening. That document included a standard diamond at NE 207th Avenue and a connection to Sandy Boulevard. This document will discuss the impacts associated with the construction of a folded diamond interchange at NE 207th Avenue and construction of a five-lane arterial from Sandy Boulevard to Halsey Street (Figure 4).

The East County area that the freeway traverses is rapidly urbanizing. There is a mixture of different types of development including growing commercial and industrial areas and residential neighborhoods serving as bedroom communities for commuters to Portland. As with other freeways in an urban setting, I-84 carries both local commuter traffic and cross-country traffic. This project would support the existing and planned development within East Multnomah County.

Purpose

The purpose of the project is to reconstruct I-84 to current Interstate standards, increasing its capacity to accommodate projected traffic growth within the next twenty years. This project would provide an interchange to serve a proposed improvement to the north-south arterial system. Several safety problem areas would be corrected including elimination of an at-grade railroad crossing on an intersecting arterial (N.E. 238th Avenue) that has poor sight distance for motorists.

The N.E. 207th Avenue interchange would provide access from the local street network to I-84. It would replace the half-interchange between I-84 and Sandy Boulevard with a fully directional interchange. The half-interchange provides access only to and from the east, while the major traffic demand is to and from the west. N.E. 207th Avenue would connect I-84 with Sandy Boulevard on the north and Halsey Street on the south.

Need

The need for an arterial connection in the vicinity of NE 207th Avenue became evident during the East Multnomah County Transportation Study. The need was further analyzed in the "207th Corridor Design Study Report" prepared by Multnomah County. In summary, the current interchange to Sandy Boulevard does not provide access to and from the west. If I-84 were reconstructed with interchanges only at N.E. 181st Avenue and N. E. 238th Avenue, then the existing and planned local arterial system would not operate at an acceptable level of service. Specifically, the intersections of N.E. Halsey Street with N.E. 181st Avenue and N.E. 238th Avenue would operate at level of service E and F respectively in 2010, if the N.E. 207th Avenue interchange were not constructed. See Appendix A for definition of levels of service. These levels of service result in traffic speeds at or below 15 miles per hour during the peak hour. The proposed project would provide a facility that would operate at an acceptable level of service (LOS D or better) in the design year (2010).

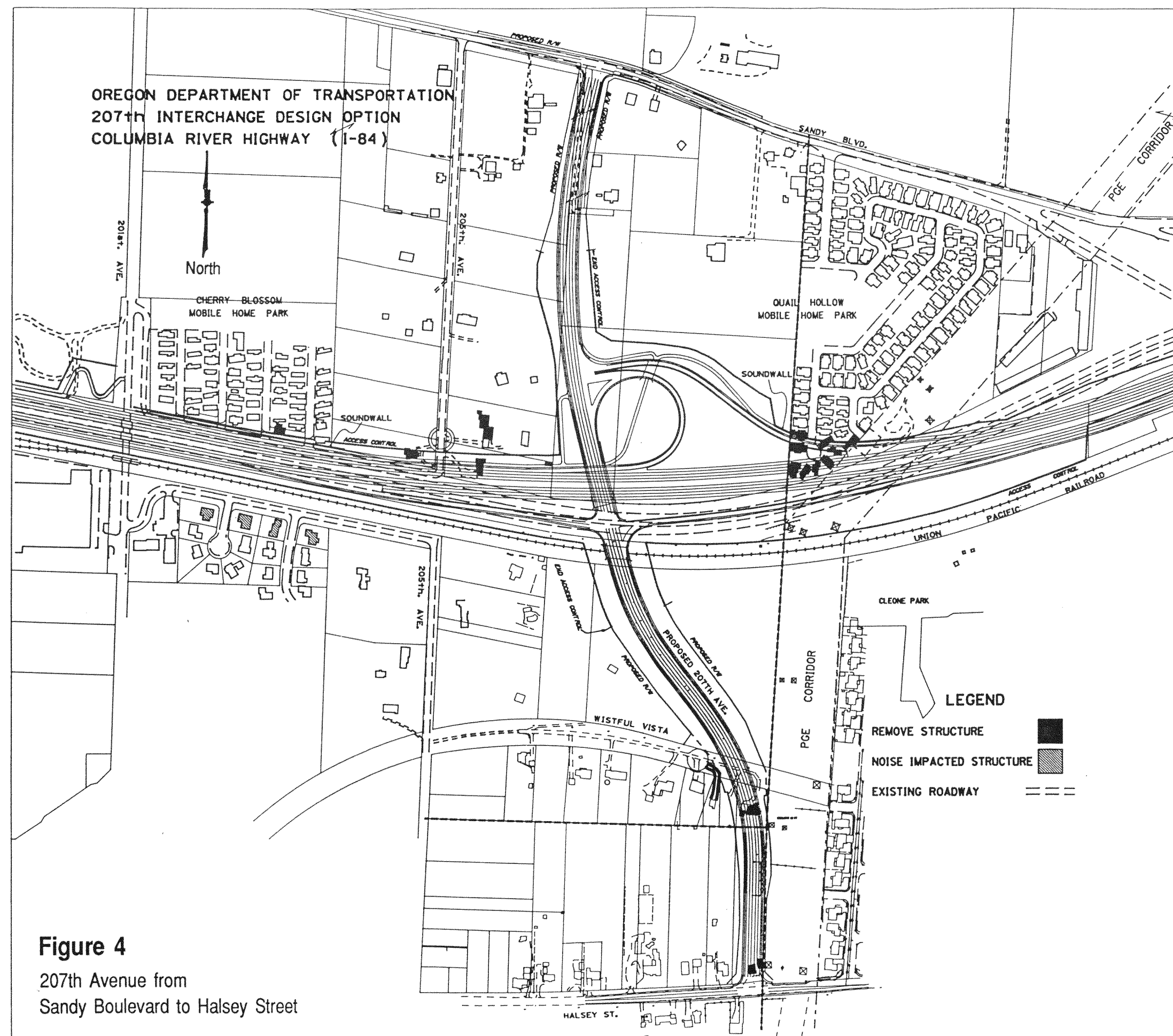
PROJECT DESCRIPTION

This project would construct a "folded diamond" type interchange with a loop ramp in the northeast quadrant between I-84 and a new roadway in the vicinity of N.E. 207th Avenue. There is currently no NE 207th Avenue; the nearest north-south street is N.E. 205th Avenue, about 600 feet west of the proposed roadway.

The new roadway would connect to N.E. Sandy Boulevard on the north and N.E. Halsey Street on the south. The nearest streets that connect N.E. Sandy Boulevard and N.E. Halsey Street are N.E. 201st Avenue on the west and N.E. 223rd Avenue on the east. The new connections to both N.E. Sandy Boulevard and N.E. Halsey Street are proposed to be signalized "T" intersections. Two of the alternatives for the extension of 207th to the south of Halsey would make that intersection into a four-legged interchange, with the streets meeting at right angles; one alternative for the extension would utilize existing streets and the "T" intersection. Access would be controlled within about 400 feet of the interchange along the new roadway on both sides of the interchange and about 400 feet south from Sandy Boulevard.

N.E. 207th Avenue is proposed to be four lanes wide, with a continuous left-turn lane. Six-foot bicycle lanes and six-foot sidewalks would be provided on both sides.

These proposed changes to the N.E. 207th Avenue interchange are expected to add about \$2.3 million to the construction cost of the overall widening project as shown in the I-84 DEIS.



ENVIRONMENTAL SETTING AND IMPACTS

Transportation

Traffic

Methodology

Traffic volumes were developed using the Metropolitan Service District transportation model. This model was used to simulate existing (1987) traffic conditions and to develop the 2005 forecast year traffic. The design year (2010) traffic was then generated by calculating the level of population and employment increase expected between the forecast year (2005) and the design year (2010). Traffic assignments and analysis of impacts and benefits were based on the 2010 design year traffic.

Volume and Level of Service

A Traffic Engineering Report was prepared which details the traffic volumes and levels of service for the freeway and intersections of ramps with arterial streets. Volumes from that study are summarized in Table 1. Levels of Service are explained in Appendix A. Vehicle operating speeds on I-84 are expected to be at the 55 mph speed limit with or without the N.E. 207th Avenue interchange.

Table 1 Existing and Predicted Traffic Volumes

	Thousands of Vehicles per Day					
	181st	207th	223rd	238th	Halsey E of 207th	Halsey W of 207th
1985 Existing	24.0	-	6.9	18.4	7.5	8.2
2010 No Build	38.0	-	11.0	36.0	12.5	14.0
2010 Build	29.0	16.0	12.0	28.0	10.0	12.0

The Build Alternative as described in the DEIS, with an interchange at N.E. 207th Avenue, provides a better distribution of traffic on the local arterial system than the No Build Alternative. Without this interchange, two intersections on N.E. Halsey Street would operate at an unacceptable level of service, as shown in the following table. With a full interchange at N.E. 207th Avenue, all the intersections would operate at an acceptable level of service.

Table 2 Level of Service

Intersection	No 207th Interchange	207th Interchange
Halsey at 181st	E	D
Halsey at 207th	C	D
Halsey at 223rd	C	C-D
Halsey at 238th	F	C-D

Safety

The current intersections connecting N.E. Sandy Boulevard to the eastbound I-84 entrance and exit ramps are not at a right angle. While no accidents have been reported at this location, right angle intersections, such as that proposed for N.E. 207th Avenue and N.E. Sandy Boulevard, are generally safer than intersections with acute angles. This interchange would be eliminated and replaced by the N.E. 207th Avenue Interchange.

One of the main factors in recommending the loop interchange design is safety. With the standard diamond design, the profile for the N.E. 207th Avenue overcrossing places the left turn vehicles in an adverse grade condition. Left turn vehicles, particularly campers and trucks, could be subject to rollover because of the grade. Even though the loop ramp design does not change the interchange level of service, it would eliminate this potential hazard. The proposed right turn for northbound to westbound traffic would be safer than the originally proposed left turn across opposing traffic.

Without a full interchange at N.E. 207th Avenue which connects to both Sandy Boulevard and Halsey Street, traffic would need to use other interchanges with I-84 at N.E. 181st Avenue and N.E. 238th Avenue. With only two interchanges available, stop-and-go conditions during the afternoon peak in the eastbound direction on I-84 are expected. In addition, heavy traffic congestion at the intersections of N.E. Halsey Street with N.E. 181st Avenue and N.E. 238th Avenue would occur. The N.E. 207th Avenue Interchange would improve traffic flow, decrease accident potential, and decrease delay and operating costs. The interchange is consistent in urban design to the adjacent freeway segments.

Public Transit

As discussed in the DEIS, this project would not change or affect the existing public transit system. The addition of a new through north-south arterial may provide the opportunity for future transit routes, especially if 207th is extended to the south.

Pedestrian and Bicycle Transportation

The N.E. 207th Avenue would include sidewalks and fix-foot shoulders for bicycles, with connections to the proposed bike path along I-84. The bike path would cross the ramps of the interchange on a bridge.

Railroads

A new bridge would be constructed over the Union Pacific tracks to carry N.E. 207th Avenue. This should have no effect on the operation of the railroad.

Land Use Planning

Existing land uses, current Zoning and Comprehensive Plan designations were shown in the DEIS. The 207th area is currently a mixture of residential and undeveloped land. Both the Zoning and Comprehensive Plan designations for this area were residential at the time the DEIS was prepared. In July 1989, the City of Fairview amended their zoning and Comprehensive Plan to change the designation of the land in the northeast quadrant of the proposed interchange from residential to light manufacturing.

The changes in the land use designations are under consideration by the City of Fairview. The City anticipates some of the area would be redesignated Medium Density Residential from Low Density Residential. One parcel south of Sandy Boulevard and east of 205th Avenue has recently received such a change.

The Fairview Comprehensive Plan is currently undergoing periodic review. While final approval is not expected until late 1990 or early 1991, the revised Plan incorporates the above mentioned change of land use designation from low density residential to light manufacturing (light industrial) in the northeast quadrant of the proposed interchange. Any additional changes have been postponed until more complete information concerning the interchange is available.

The City of Fairview has stated that "the project will not have to comply with any implementing ordinances, nor will the project require an exception, plan amendment, local permit, zone change or variance."

The project area is within the Urban Growth Boundary for the Portland metropolitan area; therefore, conversion of farm lands is not an issue.

Social and Economic Environment

Few changes to the existing social and economic environment would be expected with the selection of the folded diamond at the N.E. 207th Avenue interchange. There may be some increased pressure to change the land use designations from low density residential to commercial, especially where the new street intersects N.E. Sandy Boulevard and N.E. Halsey Street. Additionally, the pace of development may be accelerated.

Parks and Recreation

There is a small neighborhood park, Cleone Park, south of the railroad and east of the power lines. The park is about 350 feet south of I-84 and 800 feet east of the proposed N.E. 207th Avenue. This park would not be affected by the project. Blue Lake Park, a regional facility, is located 3/4 mile north of N.E. Sandy Boulevard. Access to Blue Lake Park is along N.E. 181st Avenue and N.E. 223rd Avenue. The interchange at N.E. 207th Avenue would provide better access to this park.

Neighborhood Quality

The connection between N.E. Sandy Boulevard and N.E. Halsey Street has been designed, as much as possible, to follow the existing boundary between neighborhoods: the power transmission line corridor. By following this existing boundary, the neighborhood along Wistful Vista would be affected less than if the street was crossed at another location.

Right of Way Impacts

Acquisition in the N.E. 207th area would affect 20 parcels. Ten mobile homes and four single family residences would be displaced (Figure 4). Changes in design from that described in the DEIS to that described in this SDEIS, including a shift of the mainline of I-84, resulted in a decrease (from 17 to 9) in the number of displaced units in the Quail Hollow Mobile Home Park. Changes in the design of the internal circulation at the Cherry Blossom Mobile Home Park resulted in a decrease in displacements from two to one. One additional single family residence (for a total of five) would be displaced for the wetland mitigation area; the owners are willing to sell to avoid expected noise impacts.

The Quail Hollow Mobile Home Park is an "adults only" park with a large number of elderly residents. An attempt would be made to move the mobile homes to other sites within the same park. If this is not possible, relocations to other similar parks or adult apartment complexes is a possible solution. There are currently three spaces available within the park. Other parks in the area have a similar amount of spaces available at any given time. The Gresham, Troutdale and Wood Village area is

in a flurry of construction of apartment and adult only living units. It is anticipated that units would be available when relocation is necessary.

Right-of-way costs are estimated to be \$3.3 million.

Acquisition and relocation procedures were explained in the DEIS, with copies of the two brochures, "Acquiring Land for Highways and Public Projects" and Moving Because of Highway or Public Projects?" included as Appendix C.

Economic Impacts

The project should have few economic impacts beyond the acquisition of property described in the preceding section. Pressure would increase to change the existing and proposed land uses to higher density residential or commercial uses, because access to the area would increase. Zoning for one parcel, located at the southeast quadrant of the Sandy Boulevard and 205th Avenue intersection, has recently been changed from low density residential to high density residential by the City of Fairview. The local jurisdictions are responsible for maintaining or changing the land use designations.

Aesthetics

The N.E. 207th Avenue interchange would be constructed within a largely rural, agricultural setting. It would cross over both the freeway and the railroad, creating a structure that would be visible from several locations.

Noise walls proposed for the Cherry Blossom Mobile Home Park and the Quail Hollow Mobile Home Park would change the view of and from those parks.

Cultural Resources

The Cultural Resources Report prepared for the DEIS did not reveal any historic or archeological sites in the project area north of the railroad. Additional review of the area from I-84 to Halsey, also did not reveal any sites listed or formally determined eligible for the National Register of Historic Places.

An archeological survey was conducted for the DEIS on March 17, 1988. Because no evidence of prehistoric cultural material was found in the project area, it appears that the proposed road improvements would not adversely affect any significant archeological resources. Therefore, no further investigation or protective measures are recommended. If archeological resources are discovered during construction of the project, work would stop at the site of the discovery until appropriate mitigation actions are taken, as defined in the provisions of Section 105.13, Standard Specifications for Highway Construction (1984) and in interagency agreements.

Noise

Noise Impacts

Measurements of existing noise levels were taken at six sites located throughout the project area. Figure 5 shows the location of the measurement sites. Note that sites 2 and 6 are at the same location. The levels recorded at site 2 were significantly different from those measured nearby, therefore a second, longer measurement was taken to confirm the measurement. The second measurement, site 6, closely approximates measurements at the other sites. Table 3 shows the sound levels measured. Excluding site 2, the measured noise levels vary from Leq¹ 57 dBA² to Leq 66 dBA.

Noise predictions for the worst case, future traffic conditions indicate the Federal Highway Administration noise abatement criterion of Leq 67 dBA for outdoor activity areas, would not be exceeded outside of the planned right-of-way for the 207th connector. Measured noise levels, for ambient conditions, are sufficiently high that no substantial (10 dBA or greater) increase in noise would occur.

The folded diamond design of the NE 207th Avenue interchange would move the westbound ramp from the northwest quadrant to the northeast quadrant of the interchange. This would potentially have preserve one residence in the northwest quadrant which would have been displaced by the design described in the DEIS. This residence would experience traffic noise levels of Leq 73 dBA and would be, therefore, impacted by traffic noise.

A noise berm was considered but rejected for this residence. An earth berm would be less expensive than a wall. A berm 8 feet high could provide a noise reduction of 5 decibels. This lowered noise level would still be in excess of the FHWA noise abatement criteria. Such a noise berm would have an estimated cost for embankment alone of \$25,000, and result in a cost effectiveness of \$5,000 per dBA reduction per dwelling unit. This noise berm is not considered cost effective and therefore is not recommended for construction. This residence is proposed for acquisition as the wetland mitigation site. Discussions with the owners suggest that they would prefer this use, allowing them to avoid the predicted noise impact.

At the Quail Hollow mobile home park, the alignment of I-84 would be further south than shown in the DEIS. The result of this shift is that some of the residences at the mobile home park, which would have been displaced, would now remain. Those further to the north would have lower noise levels as a result of the additional distance to the highway and increased shielding. Some of the residences which would have been displaced by the previous design, would now be impacted by noise.

¹Leq is the noise level descriptor used in this study. It is the average sound energy level equivalent to a varying sound level occurring over a given time as measured in decibels on the "A" scale (dBA).

²Noise is measured in decibels weighted on the "A" scale to approximate normal hearing ability. An increase of 10 dBA is normally perceived as a doubling of loudness. The 67 dBA level is roughly equivalent to the noise of a vacuum cleaner ten feet away.

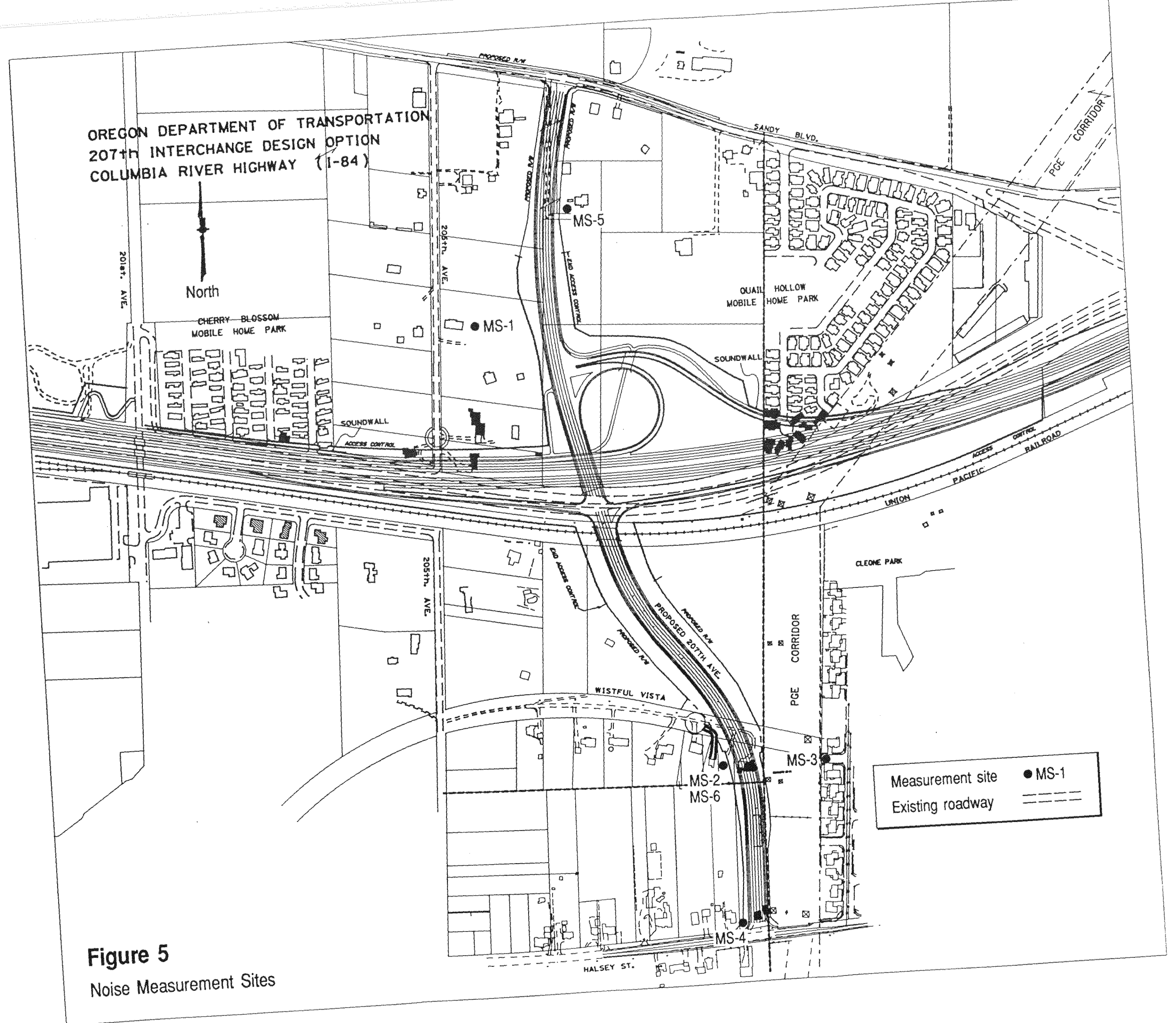


Figure 5
Noise Measurement Sites

A noise wall was previously proposed at the Quail Hollow mobile home park. The wall is still proposed, but the location length and height would change with the new design. The new proposed wall would be 12 feet high and 850 feet long. This wall would lower the expected noise levels at the noise impacted residences from Leq 67-74 dBA to Leq 62-65 dBA, removing all noise impacted receptors at the mobile home park from impact status.

Table 3 Measured Noise Levels

Site	Location	Measured Leq
1	2540 N.E. 205th St	58 dBA
2	End of Wistful Vista	46 dBA
3	12152 N.E. Hancock	60 dBA
4	20939 N.E. Halsey St.	66 dBA
5	20708 N.E. Sandy Blvd	57 dBA
6	End of Wistful Vista	58 dBA

Construction Noise

Areas adjacent to the project would be exposed to construction noise. Although of a temporary nature, additional noise can be quite annoying. This is especially true during quieter periods. Therefore, construction would be limited to daytime hours with no work on Sundays or legal holidays. This specification would be included in the contract. In addition, the contract specifications would include items in compliance with US Environmental Protection Agency equipment noise standards, muffled exhaust, and added restrictions for pile driving or blasting, if required.

The following construction noise abatement measures would be included in the project specifications:

1. No construction shall be performed within 1,000 feet of an occupied dwelling unit on Sundays, legal holidays and between the hours of 10:00 p.m. and 6:00 a.m. on other days without the approval of the Project Manager.

2. All equipment used shall have sound control devices no less effective than those provided on the original equipment. No equipment shall have an unmuffled exhaust.
3. All equipment shall comply with pertinent equipment noise standards of the U.S. Environmental Protection Agency.
4. No pile driving or blasting operations shall be performed within 3,000 feet of an occupied dwelling unit on Sundays, legal holidays and between the hours of 8:00 p.m. and 8:00 a.m. on other days, without the approval of the Project Manager.
5. The noise from rock crushing or screening operations performed within 3,000 feet of any occupied dwelling shall be mitigated by strategic placement of materials stockpiles between the operation and the affected dwelling or by other means approved by the Project Manager.

Should a specific noise impact complaint occur during the construction of the project, the contractor at his own expense may be required to implement one or more of the following noise mitigations as directed by the Project Manager:

1. Locate stationary construction equipment as far from nearby noise sensitive properties as possible.
2. Shut off idling equipment.
3. Reschedule construction operations to avoid periods of noise annoyance identified in the complaint.
4. Notify nearby residents whenever extremely noisy work would be occurring.
5. Install permanent or movable acoustic barriers around stationary construction noise sources.

Air Quality

A supplement to the air quality report was prepared in March, 1990, covering the addition of N.E. 207th Avenue from N.E. Sandy Boulevard to N.E. Halsey Street. That report concludes that local 1-hour and 8-hour concentrations of carbon monoxide (CO) would not violate National Ambient Air Quality Standards (Appendix B) for any of the study years (1990, 1995, 2000, and 2010). Ambient CO levels without the N.E. 207th Avenue addition range from 1.7 to 1.9 parts per million (ppm). Predicted 1-hour CO concentrations range from 2.2 to 3.4 ppm and predicted 8-hour concentrations range from 2.1 to 3.0 ppm if N.E. 207th is constructed. The project is consistent with the Oregon Clean Air Act Implementation Plan.

Indirect Source Permit

The anticipated annual average daily traffic volume on N.E. 207th Avenue is less than 20,000 motor vehicles per day. An Indirect Source Construction Permit would not be required for the construction of this project.

Utilities

A major change in the impact to utilities from that described in the DEIS is that the large electrical transmission tower, located east of the Quail Hollow Mobil Home Park would not need to be relocated as originally expected. A slight change in the alignment of the widened I-84 mainline to the south would now avoid this tower.

Natural Environment

Water Quality and Wetlands Impacts

Runoff flows to the north within the project area. Three unnamed tributaries of Osburn Creek, that begin as springs, converge in the interchange area. (See Figure 6) The largest spring lies south of the freeway and the railroad. A smaller spring feeding this creek rises in an 0.25 acre emergent wetland on the north side of I-84. Vegetation in this area includes skunk cabbage, watercress, water parsley, horsetail, grasses and ferns. There is a small area of standing water. A third stream originates further west and joins the larger stream between NE 205th and the proposed interchange. The combined stream continues to Fairview Lake, more than 1/2 mile north of I-84.

The springs have a high wetland functional value as an aquifer discharge area. The aquifer apparently discharges at a "spring line" in various locations along the slope. The streams are important in maintaining the water level of Fairview Lake. In addition, the emergent marsh areas around the spring are estimated to have moderate functional values for nutrient retention, sediment retention and bank protection.

The interchange would directly impact the smaller spring, associated emergent marsh and the small stream issuing from it. About 820 feet would be placed in a culvert. The interchange would also impact the larger tributary from the point of confluence upstream about 200 feet. The mainline freeway would also impact a short section of the larger tributary, lengthening the culvert by about 120 feet. A fourth impact area is about 80 feet below the confluence, where the fill slope would encroach on the riparian area for a distance of about 100 feet, possibly displacing some of the larger trees shading the stream. The total wetland impacts would be about 0.71 acre. About 0.24 acre would be palustrine emergent and 0.47 acre would be riverine.

The Draft Environmental Impact Statement did not identify this wetland area, and therefore did not discuss impacts to the area. The standard diamond design would impact virtually the same total acreage of wetlands in this area.

Wetland impacts would be minimized by avoiding unnecessary disturbance of the riparian zone, clearing and grubbing would be prohibited beyond the toe of the slope. The riparian zone would be flagged as a no-work area. It may also be possible to minimize the impact on the spring by placing gabions at the toe of the slope and on the riparian zone by steepening the slope. These modifications will be investigated.

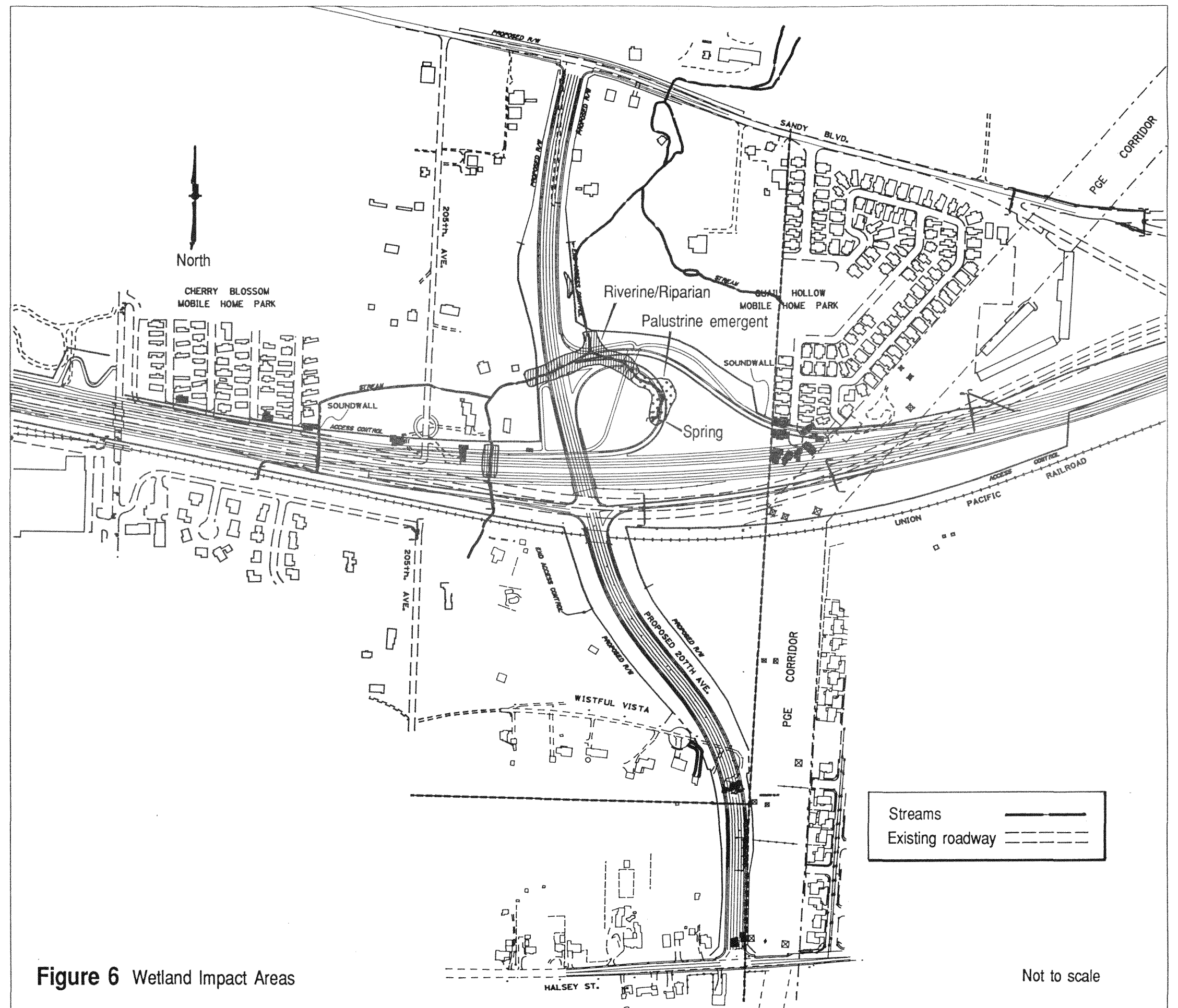
The Supplemental Wetland Impact Assessment and Mitigation Plan proposes to replace the wetland lost by expanding the wetlands associated with the larger stream, in the northwest quadrant of the interchange. A two acre parcel, currently containing a house, the stream and two man-made ponds, could be purchased from willing sellers. The existing ponds could be expanded to create a marsh and pool complex on two or three levels with riparian plantings, using the stream as a water source (see Figure 7). Highway runoff would not be directly discharged into the spring or wetland area.

Excavation should be slightly deeper than the final elevation, so that at least a six-inch depth of organic material salvaged from the spring/marsh could be spread to form a suitable substrate for growth of wetland vegetation. The material should also act as an inoculum, providing viable seeds and rhizomes of wetland plants. While many trees exist on the property, plantings of Douglas fir, western red cedar, red alder and willow would be added.

The wetland mitigation area would be monitored for five years to assure success of the plantings and new hydrologic pattern.

Hazardous Materials

There is an EPA CERCLIS hazardous substance site in the project area. The Cascade Corporation property is located on N.E. 201st Avenue and adjacent to the freeway. The current project design does not require acquisition of property from this site. Groundwater under the existing freeway right-of-way may be contaminated by the Cascade Corporation release. The Department of Environmental Quality and the Cascade Corporation are studying this site to determine the extent of contamination. The Highway Division will follow the studies and cleanup measures being undertaken to minimize the potential liability in this situation.



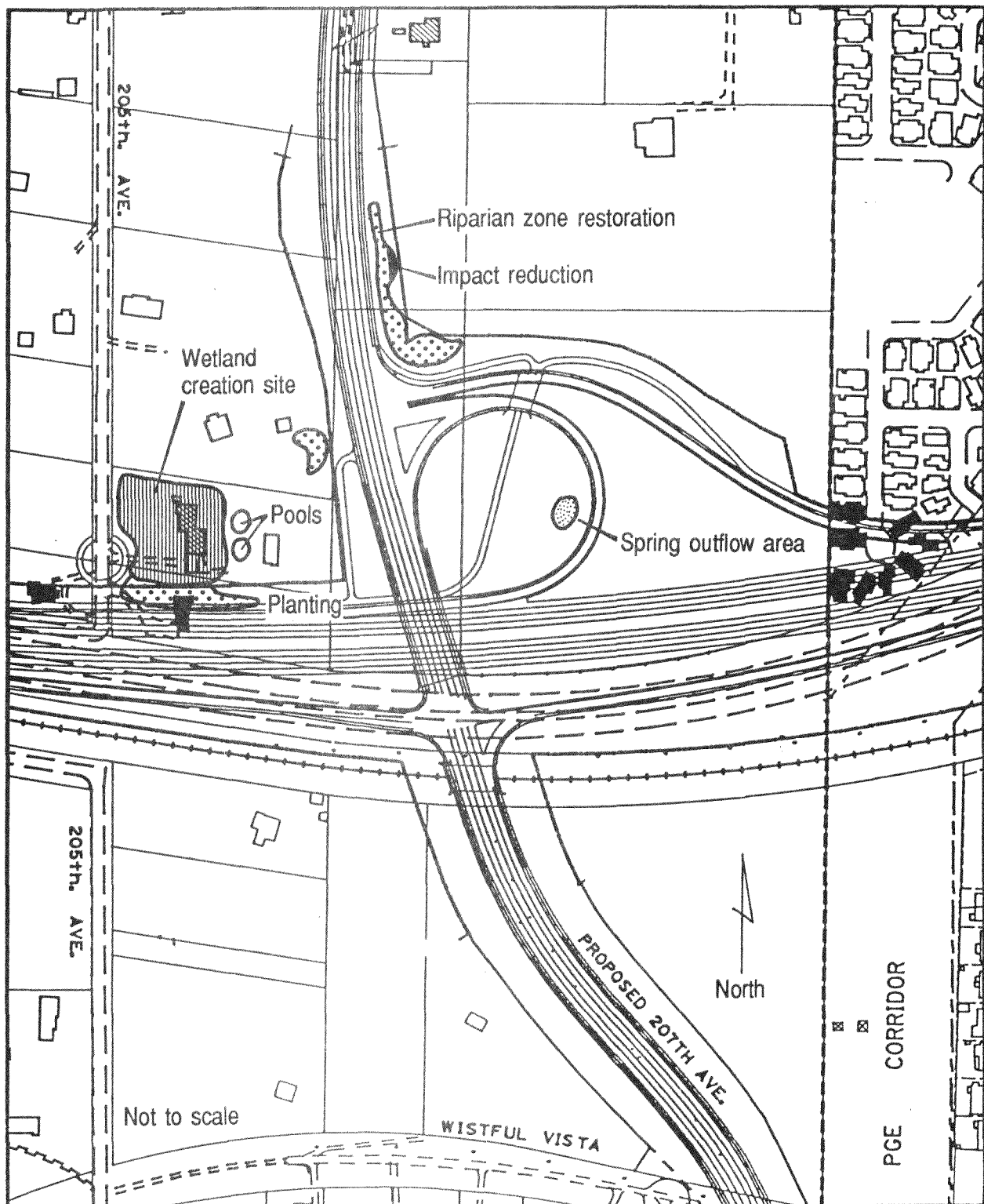


Figure 7 Proposed Wetland Mitigation

PUBLIC AND AGENCY INVOLVEMENT

Advisory Committees

The extensive involvement of both a Technical Advisory Committee (TAC) and Citizen's Advisory Committee (CAC) for the I-84 widening project was described in the DEIS. A separate CAC was formed during the development of the 207th Connector.

Public Meetings

Three public meetings and a public hearing were held on the I-84 widening project as described in the DEIS. A public meeting and hearing are planned following publication of this document.

At the Public Hearing for the I-84 widening, the majority of the comments concerned the displacements within the Quail Hollow Mobile Home Park. The design described in this document reduces the number of displaced mobile homes in the park from 17 to 9.

LIST OF AGENCIES, ORGANIZATIONS, AND OFFICIALS TO WHOM COPIES OF THIS DOCUMENT HAVE BEEN SENT

State Agencies

Clearinghouse
Economic Development Department
Department of Agriculture
Department of Energy
Department of Environmental Quality
Department of Fish and Wildlife
Department of Forestry
Department of Geology and Mineral Resources
Department of Land Conservation and Development
Department of Water Resources
Division of State Lands
State Historic Preservation Office
Parks and Recreation Department
Traffic Safety Commission

Federal Agencies

Department of Energy
Department of Agriculture
Department of Housing and Urban Development
Army Corps of Engineers
Federal Activities EIS Filing Section
Environmental Protection Agency (Seattle)
Environmental Protection Agency (Portland)
Department of Commerce
Coast Guard
Department of the Interior, Washington, D.C.
Department of the Interior, Fish and Wildlife Service
Department of the Interior, National Park Service (Seattle)
Department of the Interior, National Park Service (San Francisco)
Department of the Interior, Northwest Region
Advisory Council on Historic Preservation
Federal Emergency Management Agency

Interested Parties

Oregon Environmental Council
Ken Brittain, U of O
Willamette University
Historic Preservation League of Oregon
Oregon Historical Society

Local Government

City of Portland
City of Wood Village
City of Troutdale
City of Gresham
City of Fairview
Multnomah County
METRO
Tri-Met

Media

Oregonian
Daily Journal of Commerce
KATU
KOIN
KGW-TV
KOAP
KXL
KEX

LIST OF PREPARERS

Banks, Maxine, Cultural Resources Specialist, cultural resource research since 1974, environmental and legislative experience since 1960.

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Marshall, Wells, Graphic Artist, graphic experience since 1968.

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Federal Highway Administration

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Kappus, William, Region 1 Area Engineer, P.E., B.S. Civil Engineering, FHWA experience since 1970.

Wichmen, John, Division Right of Way Officer, B.S. Agricultural Business, right of way experience since 1968.

APPENDICES

APPENDIX A - LEVELS OF SERVICE

Appendix A

Levels of Service

As defined by the 1985 Highway Capacity Manual

LEVEL OF SERVICE	TYPE OF FLOW	CHARACTERISTICS	
		Controlled Access Highways	Urban and Suburban Arterials
A	Free Flow	Average travel speeds near 60 mph generally prevail. Vehicles are almost completely unimpeded in their ability to maneuver within the traffic stream. The average spacing between vehicles is about 440 feet.	Average travel speeds usually about 90 % of the free flow speed for the arterial class. Vehicles are completely unimpeded in their ability to maneuver within the traffic stream. Stopped delay at signalized intersections is minimal.
B	Stable Flow	Speeds of over 57 mph are maintained. The average spacing between vehicles is about 260 feet. The ability to maneuver within the traffic stream is only slightly restricted, and the general level of physical and psychological comfort to drivers is still high.	Average speeds usually about 70 % of the free flow speed for the arterial class. Ability to maneuver within the traffic stream is only slightly restricted and stopped delays are not bothersome. Drivers are not generally subjected to appreciable tension.
C (Design Level)	Stable Flow	Flows approach the range in which small increases in flow will cause substantial deterioration in service. Average travel speeds are still over 54 mph. Freedom to maneuver within the traffic stream is noticeably restricted and lane changes require additional care and vigilance by the driver. Average spacings are about 175 feet.	Ability to maneuver and change lanes in midblock locations may be more restricted than in LOS B, and longer queues and /or adverse signal coordination may contribute to lower average travel speeds of about 50 percent of the average free flow speed for the arterial class. Motorists will experience an appreciable tension while driving.
D	Approaching Unstable Flow	Small increases in flow cause substantial deterioration in service. Average travel speeds of 46 mph. Freedom to maneuver within the traffic stream is severely limited, and the driver experiences drastically reduced physical and psychological comfort levels. Even minor incidents can create substantial queuing.	Borders on a range on which small increases in flow may cause substantial increases in approach delay and, hence, decreases in arterial speed. This may be due to adverse signal progression, inappropriate signal timing, high volumes, or some combination of these. Average travel speeds are about 40 % of free flow speed.
E (Capacity)	Unstable Flow	Operations in this level are extremely unstable, because there are virtually no usable gaps in the traffic stream. Vehicles are spaced at about 80 feet at relatively uniform headways. This, however represents the minimum spacing at which stable flow can be accommodated. Any disruption to the traffic stream causes following vehicles to give way to admit the vehicle. Any incident can be expected to produce a serious breakdown with extensive queuing.	Characterized by significant approach delays and average travel speeds of 1/3 the free flow speed or lower. Such operations are caused by some combination of adverse progression, high signal density, extensive queuing at critical intersections, and inappropriate signal timing.
F	Forced Flow	Queues form behind breakdown points, such as traffic accidents, merge and weaving points and locations where peak flow rate exceeds the capacity of that location.	Arterial flow at extremely low speeds below 1/3 to 1/4 of the free flow speed. Intersection congestion is likely at critical signalized locations, with high approach delays resulting. Adverse progression is frequently a contributor to this condition.

APPENDIX B - NATIONAL AMBIENT AIR QUALITY STANDARDS

Ambient Air Quality Standards for Oregon

<u>Pollutant</u>	<u>Averaging Time</u>	<u>Federal Standards</u>		<u>Oregon Standard</u>
		<u>Primary (Health)</u>	<u>Secondary (Welfare)</u>	
Total (1) Suspended Particulate	Annual Geometric Mean 24 Hours (2) Monthly (3)	75 ug/m3 260 ug/m3 —	60 ug/m3 150 ug/m3 —	60 ug/m3 150 ug/m3 100 ug/m3
Particulates 10 um, or less in size (PM10)	Annual Arithmetic Mean 24 Hours (2)	50 ug/m3 150 ug/m3	50 ug/m3 150 ug/m3	— —
Ozone	1 Hour (4)	0.12 ppm	0.12 ppm	235 ug/m3
Carbon Monoxide	8 Hours (2) 1 Hour (5)	9.0 ppm 35.0 ppm	9.0 ppm 35.0 ppm	10 mg/m3 40 mg/m3
Sulfur Dioxide	Annual Arithmetic Average 24 Hours (2) 3 Hours (5)	0.03 ppm 0.14 ppm —	— — 0.50 ppm	60 ug/m3 260 ug/m3 1300 ug/m3
Nitrogen Dioxide	Annual Arithmetic Average	0.053 ppm	0.053 ppm	100 ug/m3
Hydrocarbons (6) (Nonmethane)	3 Hours (2) (6-9 a.m.)	—	—	160 ug/m3
Lead	Calendar Quarter	1.5 ug/m3	1.5 ug/m3	1.5 ug/m3

Notes: ppm - parts per million
 ug/m3 - micrograms of pollutant per cubic meter of air
 mg/m3 - milligrams of pollutant per cubic meter of air
 um - micrometers

- (1) The federal standard for TSP has been replaced by the PM10 standard. As of 1/88 DEQ planned to maintain the TSP standard for Oregon.
- (2) Not to be exceeded on more than one day per year.
- (3) 24-hour average not to be exceeded for more than 15 percent of the samples in a calendar month.
- (4) A statistical standard, not to be exceeded more than an average one day per year based on the most recent three years of data.
- (5) Not to be exceeded more than one time per year.
- (6) EPA repealed this standard in January, 1983. DEQ is considering similar action.

APPENDIX C - RIGHT-OF-WAY PAMPHLETS



ACQUIRING LAND FOR HIGHWAYS AND PUBLIC PROJECTS

A description of the
Department of Transportation
land acquisition program

When improving highway facilities, the Department of Transportation has the task of acquiring right of way. It is the aim and desire of the Department to obtain right of way with fairness and equity.

The State is empowered to acquire private property for public use. With this power goes the obligation to protect the rights of the individual property owner. The Department thus has a dual responsibility — recognition and protection of the individuals who are affected by acquisition of land, and competent and efficient service to the public.

PUBLIC HEARINGS

Public hearings, when required, are held during the location and design stages of a project. Such hearings provide opportunities for public participation to ensure that highway locations and designs are consistent with Federal, State and Local goals and objectives.

The corridor hearing is held after preliminary studies have been made on several possible routes. During the course of this hearing, testimony is recorded for study by Department personnel and the Transportation Commission.

Upon selection of a corridor, a detailed survey within that corridor is made and a preliminary design plan developed for presentation at a "Design Hearing."

The "Design Hearing" provides an opportunity to present testimony about the final highway design.

In an instance where a choice of corridors is not involved, such as the case of an improvement to an existing highway, a single "Combination Corridor-Design Hearing" may be held.

After all data and testimony has been studied, a final design is adopted by the Transportation Commission and the acquisition of rights of way is authorized.

JUST COMPENSATION

Owners of property needed for a highway project will be offered Just Compensation for the required rights-of-way. Just Compensation includes the estimated value of all the land and improvements within the needed area. In addition, if only a part of a property is to be acquired, Just Compensation will also include any measur-

able loss in value to the remaining property due to the partial acquisition.

Just Compensation is based on the Department's valuation of the needed property and its estimation of any damages to the remaining property. Department procedures, guided by Federal Regulations, have been designed to protect both owners of properties needed for highway rights-of-way as well as other taxpayers. The valuation process will be conducted either by an experienced and qualified employee of the Department or by an independent fee appraiser under a contract with the Department. The value arrived at will be by comparison of similar properties in the market that have recently sold, by knowledge and consideration of costs and depreciation for any improvements to be acquired, and when applicable, by the property's income potential. The final value determination will be based on this type of information from the local real estate market.

The property to be acquired is inspected by a qualified appraiser during the first part of the valuation process. With complex acquisitions involving large portions of the property, major buildings or improvements on the property, displacement of residents, and/or damages to the remaining part of the property not being acquired, property owners will be given the opportunity to accompany the appraiser during a detailed inspection of your property.

Any increase or decrease in the value of needed property brought about by public knowledge of the upcoming highway project is disregarded in the valuation process.

The final value estimate is reviewed for completeness and accuracy, and Just Compensation is established by the Department's Review Appraiser. In addition to this estimate of Just Compensation, the Department will make an offer to purchase any remaining property determined to have no remaining economic value to the owner.

ACQUISITION PROCEDURE

The Right of Way Agent who calls on you has studied the Department's valuation of the needed property and can illustrate with maps and other data how the acquisition will affect your property. The Department's offer will be confirmed in writing together with an acquisition

summary statement which provides the basis for that amount. The Agent is authorized to obtain an option and deed from you to purchase your property, subject to the approval of the Transportation Commission. The Agent is unable, under Department procedures governing acquisitions, to engage in "horse trading"; rather the Agent is confined to those monetary values indicated by the appraisal process.

However, the Department is ready and willing to reconsider its position in light of any new evidence of value presented by you including a documented professional appraisal.

The Department may not take any action which would coerce you into accepting its offer. Prohibited actions include advancing the time of condemnation, deferring negotiations or condemnation, or postponing the deposit of funds in court for your use.

You need not accept the State's offer or enter an agreement felt to be unfair. A refusal is simply a case of disagreement between the two parties on the value of the property.

In the event the parties are still unable to agree as to the compensation to be paid, or you cannot clear the title, a condemnation action will be filed. Discussions can, of course, continue even after an action is filed. The filing allows the State to proceed with the construction project.

IMPROVEMENTS

When the Department acquires an interest in your land, it must acquire an equal interest in your house or any other improvements located on the land acquired. If buildings are required to be removed the Department may allow the owner to retain the improvements. If you are interested, this can be discussed with the Right of Way Agent.

PAYMENT

If you sign the option agreement and deed, and the Transportation Commission approves it, then the transfer of title and payment may proceed. As in a private sale, you are responsible for clearing encumbrances to the title such as unpaid taxes, assessments, mortgages, outstanding leases and other liens against your property. The Right of Way Agent will assist you in clearing title. No payment can be made until a warranty deed conveying clear title to the Department

has been recorded in the appropriate county records.

At the time the deed is available for recording, authorization is given to prepare a check for your property. Normally, when no cloud obscures the title, you will receive payment for your property about four weeks after you give the Department a deed to the property.

If a condemnation action has been filed, the amount established by the Department as just compensation will be deposited with the court for distribution in accordance with the order of the court.

You are entitled to be reimbursed for fair and reasonable costs you incur for expenses incidental to conveying your property to the Department. Such expenses could be, but are not necessarily limited to, penalty costs for prepayment of any pre-existing recorded mortgage encumbering your property, mortgage release fees, and the State's portion of real property taxes.

POSSESSION

You are not required to surrender possession of your property until you have been paid the agreed purchase price or an amount equal to the Department's established estimate of just compensation has been deposited with the court for your benefit.

When negotiations begin, you, as well as any tenants occupying your property, will be notified in writing that it is the Department's intent to acquire the property. You will not be required to move from your home, farm, or business location earlier than 90 days following that notice or within 30 days after payment, whichever is later. However, if the purchase does not require you to move, the agreement to purchase your property may require you to surrender possession of your property upon payment.

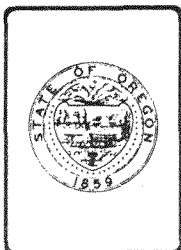
The Department is aware of the need for a reasonable time for relocation. If your property is not needed for several months, your continued occupancy may be permitted on a short term basis. The amount of rent the Department may charge you, or another tenant, may not exceed the fair rental value of the property to a short term occupier.

RIGHT OF WAY OFFICES

For your convenience the Department maintains Regional Right of Way Offices at the following locations:

5821 NE Glisan Street Portland, Oregon 97213 Telephone No. 238-8215	1299 NW Ellan Street Roseburg, Oregon 97470 Telephone No. 440-3383
7165 SW Fir Loop Tigard, Oregon 97223 Telephone No. 639-7311	63055 North Highway 97 P.O. Box 5309 Bend, Oregon 97701 Telephone No. 388-6196
3000 Market Street NE Salem, Oregon 97310 Telephone No. 378-2641	2111 Adams Street P.O. Box 850 La Grande, Oregon 97850 Telephone No. 963-3177

734-3773 (9-89)



MOVING BECAUSE OF THE HIGHWAY OR PUBLIC PROJECTS?

A DESCRIPTION OF THE
OREGON DEPARTMENT OF TRANSPORTATION
RELOCATION ASSISTANCE
PROGRAM

Department of Transportation policy requires that no family or individual will be required to vacate any dwelling until such displacee has found or been offered comparable replacement housing.

All replacement housing offered will be fair housing open to all persons regardless of race, color, religion, sex, or national origin. Fair housing will be available to all affected persons regardless of race, color, religion, sex, or national origin.

Federal Department of Transportation Order No. 5620.1 sets forth the same requirement for Federally-assisted projects.

Relocation legislation, because of its wide scope, is somewhat complicated and difficult to read and interpret. For the benefit of those who are affected by the Department of Transportation property acquisitions, this leaflet summarizes the principal provisions of relocation services and benefits. However, persons reading this leaflet are urged not to form advance opinions as to the benefits and amounts to which they may be entitled. The right of way agent assigned to purchase a property will have detailed information for displaced persons.

OREGON DEPARTMENT OF TRANSPORTATION

Public Law 91-646, Title II, Section 216, states as follows: "No payment received under this title" (relocation payments) "shall be considered as income for the purposes of the Internal Revenue Code of 1954; or for the purpose of determining the eligibility or the extent of eligibility of any person for assistance under the Social Security Act or any other Federal Law."

RELOCATION SERVICES

The Department of Transportation maintains right of way offices in the following locations:

5821 NE Glisan Street Portland, Oregon 97213 Telephone No. 238-8215	1299 NW Ellan Street Roseburg, Oregon 97470 Telephone No. 440-3383
7165 SW Fir Loop Tigard, Oregon 97223 Telephone No. 639-7311	63055 North Highway 97 PO Box 5309 Bend, Oregon 97701 Telephone No. 388-6196
3000 Market Street NE Salem, Oregon 97310 Telephone No. 378-2641	2111 Adams Street PO Box 850 La Grande, Oregon 97850 Telephone No. 963-3177

These offices maintain current lists of replacement dwellings, businesses, and farms for displaced persons, as well as current data regarding required deposits for utilities, closing costs, typical down payments, interest rates, and FHA and VA requirements and information. The offices also have maps showing the location of schools, parks, playgrounds, and shopping areas. Public transportation routes are shown, and schedules and fare information is available. Experienced right of way agents are available to aid displaced persons to the fullest extent. Right of way agents do not expect and will not accept any fee for any service rendered.

ELIGIBILITY

It is important to note that eligibility to receive any of the following benefits is not complete until you have received a written notice of eligibility from the State.

GENERAL MOVING EXPENSES

Service charges for reconnecting utilities are reimbursable except under schedule move procedures.

INDIVIDUAL AND FAMILY MOVING EXPENSES

Any individual or family displaced by a Department of Transportation project is entitled to receive a payment for reasonable expenses of moving personal property a distance not to exceed a 50-mile radius or to the nearest available and adequate site.

In order to obtain a moving expense payment, a displaced person must file, within 18 months after moving, a written claim with the Department of Transportation on a form provided for that purpose. In some cases, where it is to the benefit of the displaced person, a written arrangement with the Department of Transportation will allow the displaced person to present an unpaid commercial moving bill, and the Department of Transportation will make payment directly to the mover. If the residential displacee chooses, costs may be reimbursed according to a set schedule based upon the number of rooms of furniture to be moved.

RESIDENTIAL MOVING SCHEDULE

Unfurnished
[Relocatee owns furniture]

\$250 [1 rm]	\$550 [3 rm]
\$400 [2 rm]	\$650 [4 rm]

plus \$100 for each additional room

Furnished
[Relocatee does not own furniture]

\$225 for first room plus \$35/each added room

BUSINESS, FARM & NONPROFIT ORGANIZATION MOVING EXPENSES

Displaced businesses, farm operations, and non-profit organizations are entitled to receive actual reasonable moving expenses for moving personal property a distance not to exceed a 50-mile radius or to the nearest available and adequate site. The actual and reasonable cost of searching for a replacement location may be claimed in an amount up to \$1,000 for a farm or business. Such payments must be supported by receipted bills or other evidence of expenses incurred.

As an alternate moving expense procedure, in the case of a self move, the business, farm operation, or nonprofit organization may be paid an amount not to exceed the lower of two estimates secured by the Department of Transportation from qualified moving companies.

Under certain conditions, businesses, farms, and nonprofit organizations may receive payments for direct losses of tangible personal property resulting from the necessity to relocate.

REESTABLISHMENT PAYMENT (businesses, farms, NPO's only)

Displaced small businesses, farm operations and NPO's may receive a payment not to exceed \$10,000 for expenses actually incurred to relocate and reestablish themselves at a replacement site. Eligible expenses can include repairs and improvements required by law, replacement of soiled and worn surfaces at the replacement site and other modifications. Also included are exterior signing not to exceed \$1,500, advertisement of the replacement location not to exceed \$1,500, and estimated increased cost of operation for the first two years not to exceed \$5,000.

A displaced or discontinued business or farm operation, except advertising sign owners, may, under certain conditions, elect to receive a fixed payment in an amount equal to the average annual net earnings of the business or farm operation during the two tax years immediately preceding the year in which such business or farm operation is displaced. The payment cannot exceed \$20,000 and will not be less than \$1,000. Those who choose the fixed payment are not eligible for any other relocation benefit payment.

STORAGE OF PERSONAL PROPERTY

Storage of personal property requires the written approval of the Department of Transportation and may not exceed twelve months except in unusual circumstances. It should be clearly understood that those dislocatees who accept the schedule move or fixed payment are not eligible to receive the storage expense benefit.

REPLACEMENT HOUSING

A displaced owner-occupant of a dwelling owned and occupied for 180 days or more immediately prior to the initiation of negotiation for such property may be eligible for additional payments, the combined total of which may not exceed \$22,500.

The replacement housing payment is the amount, if any, which when added to the amount for which the

State acquired his or her dwelling, equals the actual cost which the owner is required to pay for a decent, safe, and sanitary replacement dwelling or the amount determined by the State as necessary to purchase a comparable dwelling, whichever is less. This payment includes compensation for increased interest costs for financing the replacement dwelling and actual closing costs incidental to the purchase of replacement housing.

A displaced owner-occupant of a dwelling actually owned and occupied by the owner for 90 days or more but less than 180 days or a tenant-occupant of 90 days or more immediately prior to initiation of negotiation for such property may be eligible for additional payments, the combined total of which may not exceed \$5,250. This payment is the amount necessary to make a down payment on the purchase of a replacement dwelling and to reimburse the relocatee for the actual closing costs incidental to the purchase of the replacement dwelling. Necessary deposits for taxes and insurance are not considered as closing costs. In those cases where an owner-occupant of 90 days or more but less than 180 days or a tenant-occupant of 90 days or more chooses to rent instead of purchase a replacement dwelling, he or she may, under certain conditions, be eligible for a payment of up to \$5,250 to rent a decent, safe, and sanitary replacement dwelling.

The rent payment is the increase in rent necessary to rent a comparable dwelling for 42 months or the amount determined by the State as necessary to rent a comparable dwelling for 42 months, whichever is less.

To be eligible for these benefits, the displaced occupant must occupy a decent, safe, and sanitary replacement dwelling within one year after the required date of displacement or within one year after the actual date of displacement, whichever is later.

Claims for housing additives and rent supplements must be made in writing on a Department of Transportation form supplied for this purpose and must be filed with the Department of Transportation no later than 18 months after the date of displacement or six months after final adjudication of a condemnation case.

Before payments for any replacement dwelling benefits can be made, the replacement dwelling must be checked by Department of Transportation personnel to ascertain that it meets the decent, safe, and sanitary standards established by the Federal Department of Transportation. It is recommended that this determination be made prior to a commitment to rent or buy. The decent, safe, and sanitary inspection of the replacement dwelling by agency personnel is for the sole purpose of determining a relocatee's eligibility for a relocation payment.

POSSESSION

No person lawfully occupying real property shall be required to move from his home, farm, or business location without at least 90 days' written notice. A displaced residential occupant will not be required to move earlier than 90 days after the date comparable replacement housing is made available.

The displacee will be notified 30 or more days prior to the date the property must be vacated. The 30-day notice will not be given until the property owner has been paid for his or her property. However, if a purchase does not require the person to move, the agreement to purchase the property may require the person to surrender possession of his/her property upon payment.

APPEALS

Any relocatee who is dissatisfied with any ruling on his or her eligibility or claim for any relocation benefit payment shall have the right of appeal. Appeal forms can be secured from the right of way agent who is handling the property acquisition. The Chief Administrative Officer of the Department of Transportation has delegated his review authority to a hearings officer. Appeals must be filed with the board within 90 days after the State acts on a claim or denies eligibility for a benefit.

Any person making such an appeal will be given full opportunity to be heard at an appeal hearing arranged to examine his or her complaint. A decision will be provided giving reasons in support of the result reached.

RIGHT OF WAY AGENT

Relocatees will be given information regarding their eligibility and possible benefits by the right of way agent assigned to acquire the property.

734-3772 (4/89)

1970 RELOCATION ACT — MONETARY BENEFITS

RESIDENTIAL				BUSINESS & FARM	
Owner-occupant of 180 days or more prior to initiation of negotiations for the parcel.		Owner-occupant of 90 days or more but less than 180 days and tenant-occupants of 90 days or more occupancy prior to initiation of negotiations for the parcel.		Owner-occupants and tenant-occupants entitled to same benefits. Must occupy at initiation of negotiations for the parcel.	
Housing Additive	\$22,500 max.	Rent Supplement	\$5,250 max.	Actual reasonable moving costs	Actual
Including		Or		Or	
Costs incidental to purchase of replacement dwelling		Down payment benefit and costs incidental to purchase of replacement dwelling	\$5,250 max.	Negotiated moving cost payment not to exceed lower of two estimates secured by agency	No more than low estimate
And Including		Plus		Plus	
Increased interest cost on replacement dwelling		Actual reasonable moving costs	Actual	Tangible personal property loss due to relocation	Actual value or estimated cost to move, whichever is lower
Or		Or		Plus	
Rent Supplement	\$5,250 max.	Moving costs based upon schedule		Reasonable cost of search for new site	\$1,000 max.
Plus		Or		Plus	
Actual reasonable moving costs	Actual	Storage of personal property for up to twelve months with prior approval	Actual	Storage of personal property for up to twelve months with prior approval	Actual
Or				Plus	
Moving costs based upon schedule				Reestablishment expenses at the replacement site	\$10,000 max.
Or				Or	
Storage of personal property up to twelve months	Actual			Fixed payment in lieu of all other benefits — requires approval of agency	Average of net earnings for two years prior to year of relocation \$1,000 min. \$20,000 max.

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Meeting Date: AUG 21 1990

Agenda No.: # 7

(Above space for Clerk's Office Use)

AGENDA PLACEMENT FORM
(For Non-Budgetary Items)

SUBJECT: WORK SESSION

BCC Informal August 21, 1990 BCC Formal
(date) (date)

DEPARTMENT Non-Departmental DIVISION Chair Gladys McCoy

CONTACT TELEPHONE 248-3308

PERSON(S) MAKING PRESENTATION

ACTION REQUESTED:

☐ INFORMATIONAL ONLY ☐ POLICY DIRECTION ☐ APPROVAL

ESTIMATED TIME NEEDED ON BOARD AGENDA:

CHECK IF YOU REQUIRE OFFICIAL WRITTEN NOTICE OF ACTION TAKEN:

BRIEF SUMMARY (include statement of rationale for action requested,
as well as personnel and fiscal/budgetary impacts, if applicable):

Work Session for the purpose of continuing discussion of options concerning
construction of three new courtrooms and related improvements in the downtown
courthouse and renovation of the Portland Building for occupancy by the District
Attorney.

(If space is inadequate, please use other side)

SIGNATURES:

ELECTED OFFICIAL Gladys McCoy

Or

DEPARTMENT MANAGER

(All accompanying documents must have required signatures)

SUGGESTED TIMETABLE:

COUNTY ADMINISTRATIVE BUILDING

(Based on Board of Commissioners Decisions 8/14/90)

- | | | |
|-----|--------------------------------------------------------------------------------------------|-------------------------------|
| 1. | Board/staff work session: Discussion of Alternatives | 8/21/90 |
| 2. | Validation proceeding on C.O.P. use, in Court | 8/27/90
8/31/90 |
| 3. | Development of cash flow and occupancy sequence plans by Finance Div. and Facilities Mgmt. | by 9/07/90 |
| 4. | CIP Committee review and recommendation | by 9/14/90 |
| 5. | G.O. Bond Election for JDH | 9/18/90 |
| 6. | Board Executive Session to review findings | <u>9/25/90</u> |
| 7. | Preparation of resolution by staff and counsel | by 10/5/90 |
| 8. | Public hearing | 10/16/90 |
| 9. | Board informal: resolution to enter lease or purchase agreement | 10/23/90 |
| 10. | Board formal: resolution to enter lease or purchase agreement; decision | 10/25/90 |
| 11. | If favorable: draw up agreement by | 11/2/90 |
| 12. | November election | 11/6/90 |
| 12. | If favorable: legal review and signature by | 11/16/90 |

Jim Emerson
8/15/90

JE/282FAC/ean

cc: F. Wayne George
Paul Yarborough

Meeting Date: AUG 21 1990

Agenda No.: #8

(Above space for Clerk's Office Use)

AGENDA PLACEMENT FORM
(For Non-Budgetary Items)

SUBJECT: Briefing on Rockwood Community Restoration Project

BCC Informal 8/21/90 BCC Formal _____
(date) (date)

DEPARTMENT Nondepartmental DIVISION County Chair's Office

CONTACT Norm Monroe TELEPHONE 248-3308

PERSON(S) MAKING PRESENTATION Norm Monroe, Sheriff Skipper, Arthur Knori

ACTION REQUESTED:

☒ INFORMATIONAL ONLY ☐ POLICY DIRECTION ☐ APPROVAL

ESTIMATED TIME NEEDED ON BOARD AGENDA: 30 minutes

CHECK IF YOU REQUIRE OFFICIAL WRITTEN NOTICE OF ACTION TAKEN: _____

BRIEF SUMMARY (include statement of rationale for action requested, as well as personnel and fiscal/budgetary impacts, if applicable):

Briefing on Rockwood Community Restoration Project

- Request 3:00pm
TIME CERTAIN

(If space is inadequate, please use other side)

SIGNATURES:

ELECTED OFFICIAL Gladys McCarty

Or

DEPARTMENT MANAGER _____

(All accompanying documents must have required signatures)

CLERK OF
JUDICIAL COMMISSION
1990 AUG 14 11 4:06
MULTNOMAH COUNTY
OREGON



MULTNOMAH COUNTY OREGON

CONTACT: Teri Duffy, 248-3308
Norm Monroe, 248-3782
PHOTO, VIDEO, AUDIO OPPORTUNITY: YES

IMMEDIATE RELEASE

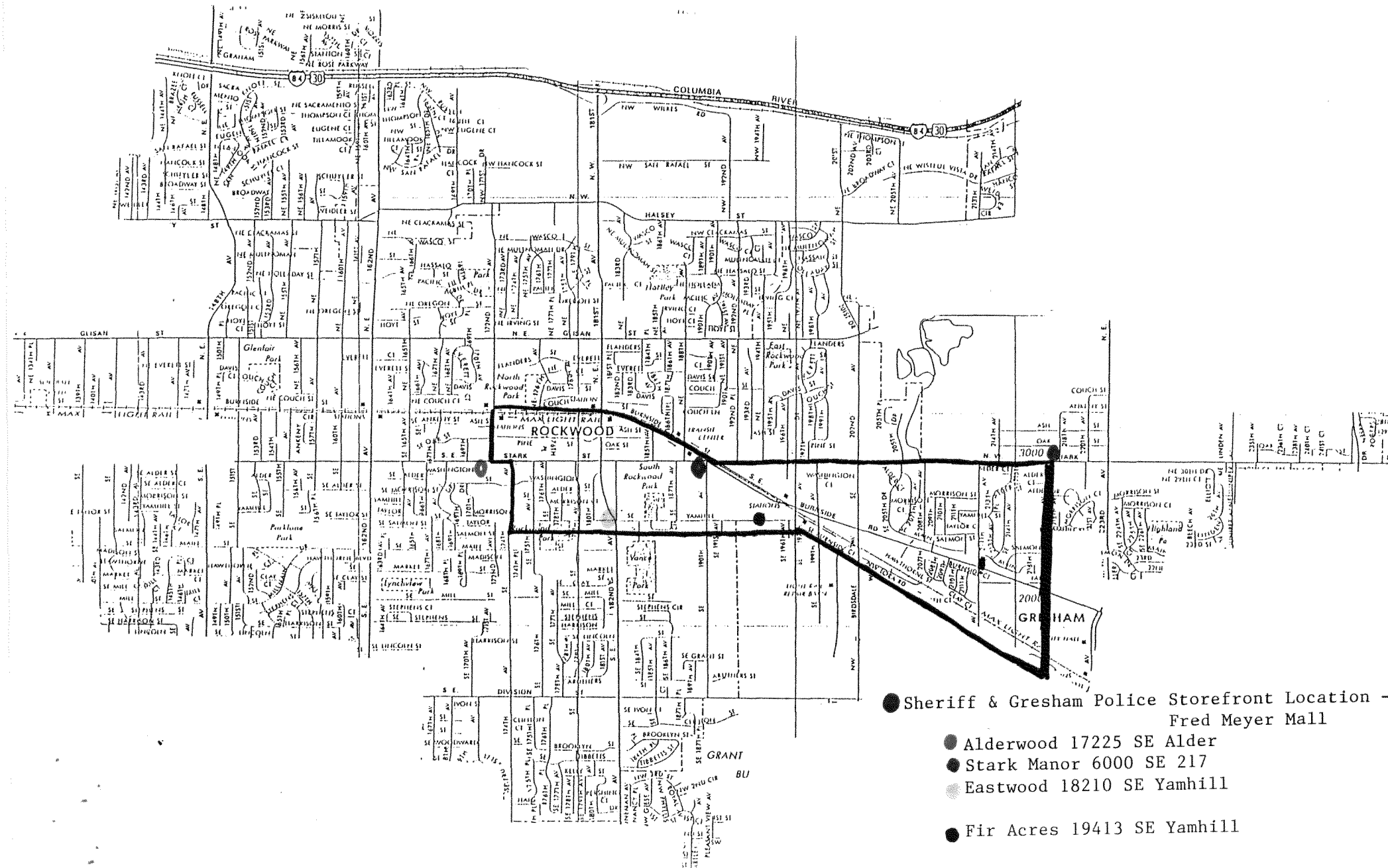
ROCKWOOD COMMUNITY POLICING AND SERVICE PROJECT UPDATE

On Tuesday, August 21, 1990 at 3 P.M. in Room 602 of the
Multnomah County Courthouse, the Board of Commissioners will be briefed
on the progress of the Rockwood Community Policing and Restoration
Program.

The proposed community policing/human service demonstration
project is a joint effort of Multnomah County, the Multnomah County
Sheriff's Safety Action Team, the City of Gresham, and the Gresham Police
Department. Active partners also include the Housing Authority of
Portland, Fred Meyer, Inc., Multnomah-Washington Private Industry Council
and United Way of the Columbia-Willamette.

The target area for the Rockwood Community Policing and
Restoration Program is boundaried by SE 172nd. to 217th. Street and from
Burnside to Yamhill Avenue. It is anticipated that the proposed program
will be initiated in early fall of this year.

#





GLADYS McCOY, Multnomah County Chair

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

From Norm Monroe
August 3, 1990

DRAFT

The Community Policing & Restoration Program designed for the Rockwood Area will be boundaried by 172nd West, Burnside North, Yamhill South and 219th East. The targeted area is within Multnomah County and the City of Gresham.

The program strategy will be a phased in incremental process. The project design will encompass three distinct corridors. Phase I is a commercial corridor, Phase II is a transportation corridor and Phase III will place emphasis on a residential corridor.

The phases in process will provide an orderly development of program components and evaluation design.

Phase I will be initiated in the commercial corridor from 172nd & Burnside to a point east decided upon by the joint police agencies. The enforcement strategies and security personnel training will also be a joint project of the two law enforcement agencies. The Multnomah County Sheriff's Safety Action Team and Gresham City Police will conduct all training elements used in this policing model. Fred Meyer security personnel and Tri-Met security will be asked to participate in the program.

Phase II will involve the transportation corridor along the Max Light Rail Line; to include the transit center at 187th & Burnside and adjacent streets on either side of the line. Specific details, procedures, strategies and coordination of efforts will be determined by the Gresham City Police and the Multnomah County Sheriff's Department.

Phase III will take into consideration Housing Authority property located in the targeted area. Health screening, crime surveys and assessment of human needs will be conducted by a joint team represented by an array of social and human service agencies. The purpose of this process is to introduce to the residents living in the area the program and coordinate services valuable to our mutual interest.

DRAFT

A storefront facility, leased to the Safety Action Team, will be the home of the Joint Police Team, Program Coordinator and Human Service Field Outreach Team. Bi-weekly meetings will be held and chaired by the two police agencies for the purpose of in service training and establishing a smooth information and referral process.

The Goals of the Human Service Outreach Team are to:
(a) provide quality care and intervene in dysfunctional behavior of residents referred by the Law Enforcement Safety Action Team; (b) provide a single entry point where residents care requires effective services and (c) reduce the vulnerability of the residents from crime and other environmental threatening conditions.

A series of start-up events will be developed from meetings, discussions on strategy, planning session, and from the Core Planning Group.

Referral process and acquisition of services will be worked out by the participating members.

A steering committee (see attachment) will establish policy and guide the collective activities of all the participants. Policy makers will assist in removing territorial and institutional barriers from the participating team.

Other legislative procedures and activities will be implemented as the need for such is discovered and the resources are garnered to carry it out.

DRAFT

Rockwood Community Restoration Program

Purpose

The Community Restoration program purposed for the Rockwood area is designed to accomplish four primary goals:

- a. Improve the quality of life of the residents in this neighborhood.
- b. Reduce the fear of crime in the targeted neighborhood as well as the surrounding area.
- c. Reduce the level of actual crime in the targeted neighborhoods and surrounding community.
- d. Introduce an array of human, health, educational, and social services that empower community residents and restore their natural resilience.

In most Metropolitan and East County areas, the fear of crime and actual crime are problems that effect the livability of neighborhoods. This fear, whether real or imagined, hinders residents' ability to benefit from the cultural diversity present in Gresham, Multnomah County, and outlying areas.

The community restoration program utilizes an array of programmatic strategies to arrest the fear of crime and return neighborhoods to its residents. Human services, coupled with public safety activity offers the most fundamental approach to this restorative process.

Mission Statement

It is the mission of the Community Restoration effort designed for the Rockwood area to develop Community Policing and a Human Service System that respond to the needs of the community and its most vulnerable citizens.

Goals of the program

To work with community and neighborhood organizations to better use government and police resources.

To empower neighborhoods and communities to identify their needs and assist them in gathering services that meet these needs.

To work with the business community and local entrepreneurs in strengthening the economic and employment potential of the area.

To reduce substandard housing and bring affordable housing within reach of all Multnomah, Mid and East County residents.

To provide combined police services that enhance the livability of the targeted area and its surrounding neighborhoods.

Objectives

Objectives for the community restoration efforts in the Rockwood area will be developed by the program participants and residents.

Program

The community restoration program for the Rockwood area will be developed with the cooperation of the Sheriff's department, the Police department of Gresham, the Mayor of Gresham, Rockwood Neighborhood Association, representative of the Board of the Multnomah County Commissioners, the Chair of the Board of Multnomah County Commissioners, the county departments of Human Services, local business representatives, Tri-Met, Gresham Chamber of Commerce, United Way, and Private Foundations.

The program will target an area of civic concern for its initial focus. A survey of the effected area (s) will be conducted by individuals participating in the program. The results of the survey will be the basis for the program design.

At a minimum, the program will include a drug and alcohol component, an employment component, a community policing effort, educational activities, health services and other human services. Additional resources shall be added to the project as the need arises.

Time Frame

The Community restoration program designed for the Rockwood area will be implemented over a concise period of time. The time frame will be agreed upon by the service participants in the program, with the approval of the coordinating or steering committee. The program will be phased in over a twelve month period. Component parts of the program can be incrementally phased in at appropriate time intervals.

Coordination Committee

The Rockwood program will be coordinated by the Multnomah County Sheriff's Department, The City of Gresham Police department, and Rockwood Neighborhood Association. Other members of this coordinating body will be the Mayor of the City of Gresham or her designate, Multnomah County Chair, or her designate, a representative from the Gresham Chamber of Commerce, Administrator of the Housing Authority or his designate, and members of the appropriate county and city agencies participating in the program.

Evaluation

This model, as a demonstration project, will serve as a contrast to an earlier project implemented in Columbia Villa, located in North Portland. The evaluation will cover the initial planning stage of the program to the implementation of all designated programs.

Fiscal Support for Program

Fiscal support for this program will be solicited from numerous sources. Additional Police personnel for the program will be sought from a grant to HUD. Service programs for the area residents will be accomplished through realignment of existing county services, from state services, or new activities acquired through grants to community foundations.

MEMO

DATE: July 17, 1990
TO: Rockwood Steering Committee and Project Participants
FROM: Norm Monroe, Project Coordinator
SUBJECT: Organizational Structure, Sequence of Events, and Other Business

It is becoming increasingly clear from developing activities that we must begin to create the organizational structure. To accomplish this initial phase of planning, I would like to propose the following organizational format. This is a draft copy of organization. Please take the liberty to make deletions, additions, other edits, suggest new participants. I welcome phone calls to discuss any area where you have suggestions or want clarification. Any omissions or misspelling of an individual's name or title should be brought to the attention of this author:

Norm Monroe 248-3308 or 248-3782

ORGANIZATIONAL STRUCTURE

Current Steering Committee Members

Mayor of Gresham Gussie McRobert

Gresham Chief of Police Art Knori

Multnomah County Chair Gladys McCoy

Multnomah County Commissioner Sharron Kelley

Multnomah County Sheriff Robert Skipper

Housing Authority of Portland\Multnomah County Don Clark

Fred Meyer Corporation President Cy Green

Fred Meyer Vice President John Velke

United Way President David Paradine

U.S. Representative Ron Wyden

Proposed Steering Committee Members (to be named)

Private Industry Council Representative

School District Superintendent

State of Oregon Human Resource Director

Gresham Chamber of Commerce President

Mt. Hood Community College President

Tri-Met Director

Rockwood Merchants President

Project Coordinator

Multnomah County Chair Staff Assistant Norm Monroe

Rockwood Core Planning Team

Carla Sosanya Private Industry Council

Capt. Gerald Johnson Gresham City Police

Lt. Rod Englert Multnomah County Sheriffs Department

Sharon Owens Multnomah County Sheriffs Department

Myra Glasser Housing Authority of Portland\Multnomah

Jeff Kushner State of Oregon Alcohol and Drug Division

Duane Zussy Multnomah County Human Service Department

Franklin Jenkins Multnomah County Staff Assistant

Multnomah County Women Transition Program representative
(to be announced)

Additional Members (to be identified)

Mt. Hood Community College representative

Hispanic Community representative

Native American Community\NARRA

United Way Representative

SNO-CAP

Human Solutions Representative

Rockwood Media Taskforce

Multnomah County Public Information Officer Terri Duffy

Multnomah County Sheriffs Public Information Officer Bart Whalen

City of Gresham Information Officer Deirdre Steinburg Bernstein

Multnomah County Human Service Information Officer Howard Klink

Private Industry Council Information Officer, Laurel Dukehart

Fred Meyer Information Officer, Cheryl Perrin

Tri-Met Information Officer, Pam Dunham

Housing Authority of Portland, Public Affairs Coordinator Carol Jelenk

East County Planning Group

Coordinator Carla Sosanya (see attachment for member names);

COMMUNITY RESTORATION

Demo - Programs

Halsey Square

Section 8 HAP

City of

Portland

County

Date ?

Iris Court

City of

Portland

HAP

6/7/90

Rockwood

5/2/90

(County-

Gresham)

Brentwood/

Darlington

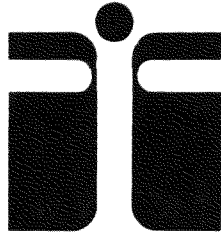
4/23/90

see uplift

Columbia Villa

August 1988

(HAP)



The Private Industry Council

Serving Multnomah and Washington Counties and the City of Portland

MEMORANDUM

DATE: June 28, 1990
TO: Members of the Board
FROM: Dennis Cope 
SUBJECT: East Multnomah County Service Delivery Recommendations

Background:

Over the last two years, The PIC has experienced challenges in addressing the employment and training needs of residents of East Multnomah County. At the March 14, 1990, board meeting, staff were directed to develop a comprehensive plan for service delivery to the residents of this area.

Plan Group:

An East County Planning Group, consisting of community leaders, government representatives, service providers and employers, was convened to identify and recommend an range of services that would serve the needs of those living in the area. At its initial meeting on February 23, the group requested TPIC staff to gather information that could be used to determine an effective method of service delivery.

The group is committed to the success of the project, and will continue to meet and give input throughout implementation. Future increased participation by employers and community leaders will be important to ensure that the needs of the community are addressed. Please see Attachment 1 for a complete list of Plan Group members.

Research and Surveys:

During the planning process, the following information was gathered:

- A demographic study of population concentrations in the area
- An overview of educational levels of East County residents
- An age/ethnicity study

- A service provider survey
- A survey of parents of STEP participants
- A telephone survey of STEP parents qualifying as working poor
- An employer survey
- An Hispanic survey at the Gresham Cinco de Mayo Celebration

Conclusions:

1. The three target populations for the project are welfare recipients, low-income working poor individuals and Hispanics.
2. The majority of the people surveyed indicated an interest in upgrading their job and basic skills.
3. The best times to participate are evenings or weekends so that trainees can continue to work to meet their survival needs.
4. The largest concentration of JTPA-eligible people reside in the Rockwood area (Attachment 2), as housing costs in Rockwood are somewhat affordable. Other Gresham and East Multnomah County low-income residents live in scattered locations.
5. The most frequently faced barriers to employment are:
 - Housing
 - Transportation
 - Day care
 - Basic skill deficits
 - Vocational skill specific training
 - Health barriers
6. The Steps to Success project is effectively addressing the needs of the welfare population.
7. There is no low-income day care in the area. Oftentimes older siblings drop out of school to care for younger children of low-income families.
8. A strong emphasis on the family from Hispanic survey respondents points to the value of the intergenerational approach to service delivery, serving both the adults and youth. In addition, a survey of parents of STEP participants indicated that over 65 percent are low-income working poor and that both the parent and STEP participants would benefit from combined services.

The Model:

A model has been developed and affirmed by the East County Plan Group. Please see Attachment 3. This is a cost-effective approach, as it builds on existing services.

Services to be provided to adults include:

- Career assessment
- Individualized planning
- Self-sufficiency workshop
- Basic skills training at Mt. Hood Community College
- Individual referral for job skill training
- Tutoring
- Community resource referrals (individual and family)
- Employment topic sessions
- Job search assistance and job placement
- Retention services

Services will be provided to Hispanic adults and parents of STEP youth as well as other population groups. This model is an intergenerational approach, with holistic services directed toward the needs of families. By working with both youth and adult family members, services can address barriers not otherwise evident. Some activities will involve both adults and youth, while others will be separate.

Partnership:

True partnership is required to make this effort successful. Several organizations are committed to working together to effectively address the needs of the population in East Multnomah County. See Attachment 4 for a list of partners and the services they have agreed to provide.

Access to Mt. Hood Community College's ABE/GED/ESL and other training will be available to our target populations. By providing skill-specific training at the end of ABE/GED/ESL activities, participants would have a greater chance of reaching self-sufficiency. In addition, skill training slots could be purchased from Mt. Hood Community College's Dislocated Worker Project. The Dislocated Worker Project has various short-term, intensive training courses which could benefit our trainees.

Staffing:

Project staffing will include a coordinator, two adult advocates, and a clerical support person.

There are currently three advocates and an assistant supervisor working at the East Multnomah County STEP site. Adult and youth

advocates will meet to compare family barriers. They will jointly devise strategies to move entire families toward self sufficiency.

By adding two adult advocates, one will work with parents of the STEP youth. The second adult advocate will deliver training to Hispanic adults at locations throughout the community. This will include life skills and job-related training. This advocate will be bilingual, preferably Hispanic. As Hispanic adults access services, they may trust us and refer Hispanic youth who can benefit from becoming involved with STEP services to the project.

By increasing the responsibilities of the STEP assistant supervisor to include adult services, the coordinator position can be funded with adult and youth training funds.

There is no clerical support to the current STEP project. By using adult funds to support a portion of the coordinator position, youth funds can be made available to help fund a clerical support position. It would be of great benefit if this person is also bilingual in English and Spanish.

Performance Expectations:

This project will serve from 80-100 adults during the first year, at a cost of \$3,850 per participant. This figure is attainable, providing we do not have to bear space costs.

We intend to provide services to the following target groups:

Hispanics	45%
Parents of youth receiving services	40%
Other low-income individuals	15%

Of those people served, 70%, or 56-70 will attain employment. There will be an additional number of people served through the support The PIC provides to Steps to Success.

JTPA Budget:

There is a total of \$308,000 available for adult services in East Multnomah County. Out of this amount comes support for Steps to Success, contracted obligations, as well as the expenses for this project's services to East Multnomah County residents.

A proposal will be presented to The PIC's Adult Committee to provide \$20,000 of JTPA Title IIA-8% funds to Steps to Success. It is proposed that The PIC allocate an additional \$30,000 to Steps to Success from Title IIA funds previously allocated for services for this area.

East Multnomah County Service Delivery Recommendations
June 21, 1990
Page 5

Initial Budget Recommendation:

Total Available Funds:

Program year 1990 funds allocated to East Multnomah County	308,423
---------------------------------------------------------------	---------

Less:

New Title IIA East County Support to Steps to Success for skill-specific training 20 people @1,500 each	30,000
------------------------------------------------------------------------------------------------------------	--------

Current MHCC Contract Costs	28,789
TPIC Marketing/Eligibility Costs	<u>12,000</u>
Total Obligated Funds	<u>40,789</u>

Project Costs:

Total Project Budget	237,634
----------------------	---------

Staff Costs:

2 Adult Advocate salaries @ 22,000 each	44,000
fringe benefits @ 30%	13,200
1/2 Coordinator position	13,000
fringe benefits @ 30%	3,900
1/2 Receptionist/Word Processor	8,000
fringe benefits @ 30%	<u>2,400</u>

Total Staff Costs:	84,500
--------------------	--------

Operating Expenses:

Office Supplies	4,000
Staff Training	5,000
Office Equipment/Furniture	<u>15,000</u>

Total Operating Expenses:	24,000
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Remaining Funds - Direct services:

Support Services, Training	129,134
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Space:

The Employment Division is making available temporary space for TPIC staff at the East Multnomah County office on Southeast 160th Avenue. The ED office will be moving to a new location at 194th Avenue and Stark Street in early fall 1990. Bev Lutz, the Employment Division's Regional Manager, and Ben Langston, the manager of the East Multnomah County office, have offered The PIC space at their new location. It is ideally situated in the Rockwood area where a large preponderance of JTPA-eligible adults live.

Recommendations:

Staff recommend approval of the following:

- The model for service delivery to East Multnomah County residents as described
- Co-locating with the Oregon State Employment Division office on 194th Avenue and Stark Street
- Project budget and staff positions as presented
- Additional support for Mt. Hood Community College's Steps to Success program for skill-specific training in the amount of \$30,000
- Continuation of the East County Community Plan Group and expansion to include employers and service providers to maintain the focus on addressing the needs in the community

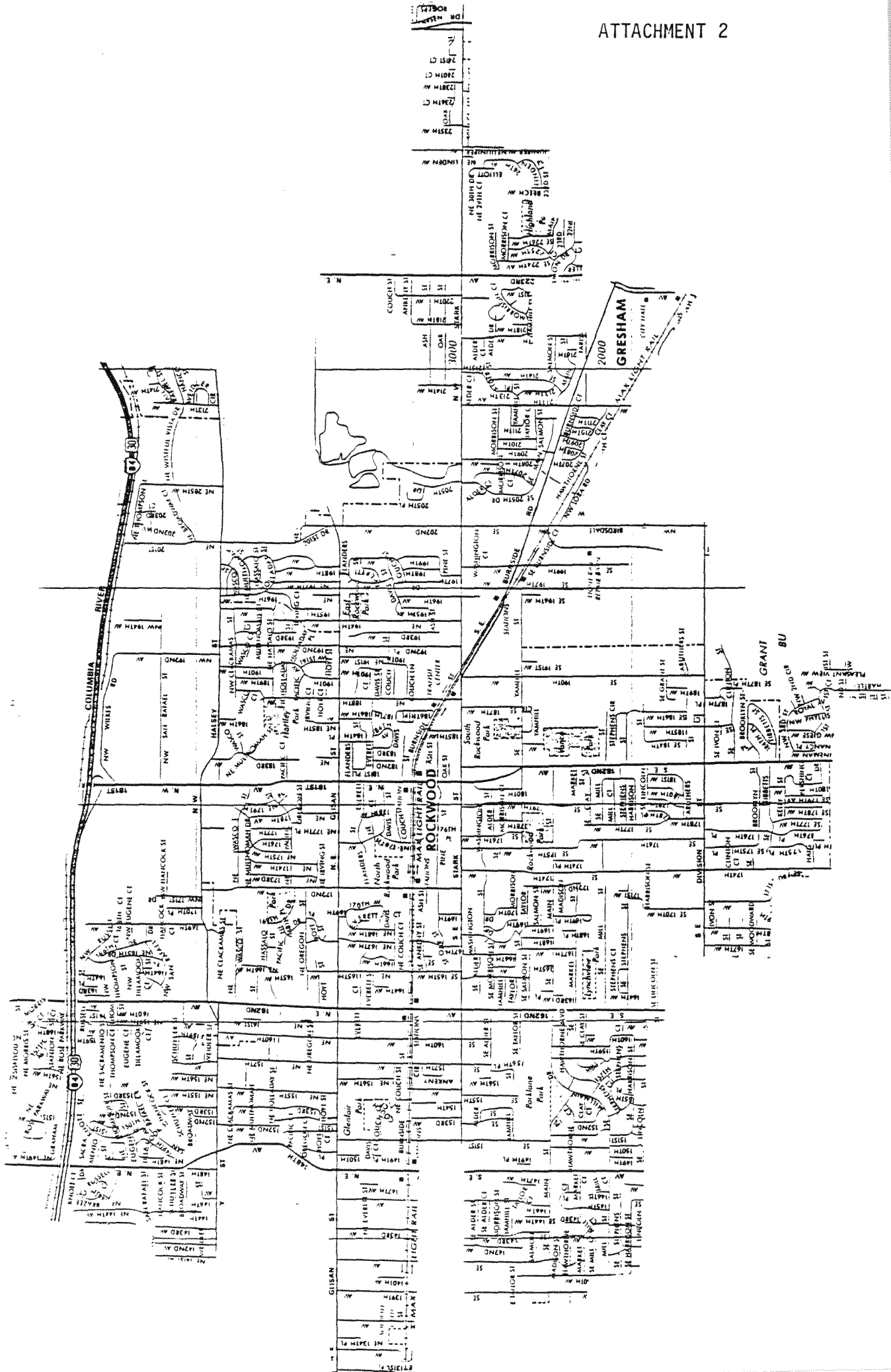
East County Plan Group

Members include:

Jill Bills, Human Solutions -
Lola Burge, Catholic Family Services
Dennis Cole, The Private Industry Council
Chuck Forster, The Private Industry Council
Franklin Jenkins, Commissioner Sharron Kelley's Office
Paul Kreider, Mount Hood Community College, TPIC Board Member
Ben Langston, Employment Division
Jim McAllister, MCA, TPIC Board Member
David Miller, Oregon Human Development Corporation
Norm Monroe, Commissioner Gladys McCoy's Office
Mark Perrett, Employment Division
Mary Zoe Peterson, Gresham Optical, TPIC Board Member
Nan Poppe, Steps to Success
Humberto Reyna, Qualitytype, TPIC Board Member
Deborah Sagen, City of Gresham
Larry Sanchez, Oregon Human Development Corporation, TPIC
Board Member
Carol Snyder, TPIC East Multnomah County STEP
Jean Stryker, Adult and Family Services
Stephanie Sussman, Mount Hood Community College
Liz Warman, Boeing, TPIC Board Member
Sue Westwood, Vocational Rehabilitation
Sharon Wylie, TPIC Board Member

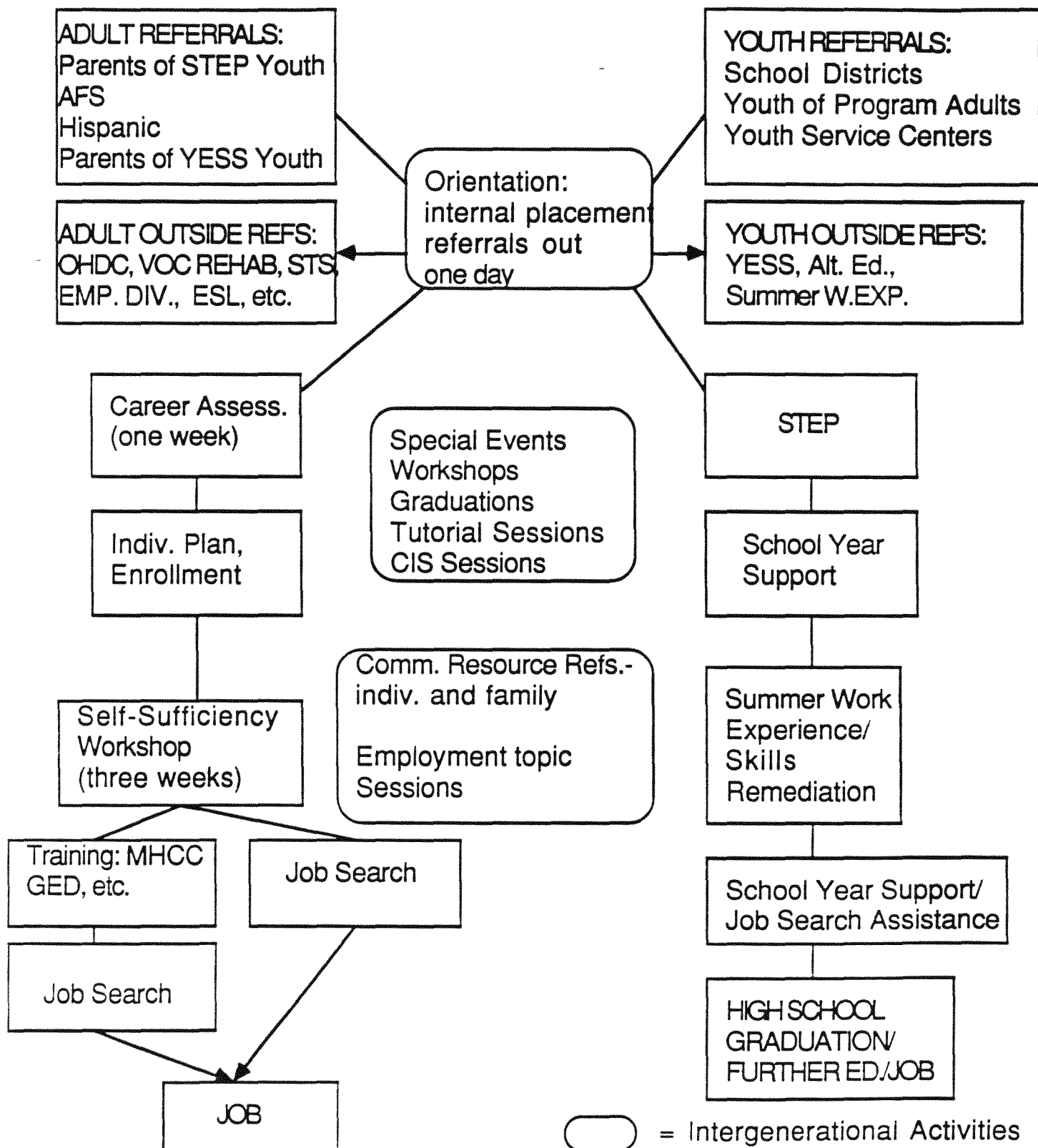
TPIC Staff Support:

Carla Sosanya, Project Development Coordinator



EAST MULTNOMAH COUNTY INTERGENERATIONAL MODEL

Draft: May 29, 1990



○ = Intergenerational Activities

*Support Services Throughout

*Follow up 6mos. after job placement

East County Service Delivery

<u>Partners</u>	<u>Services</u>
Mt. Hood Community College	ABE/GED, ESL, Headstart, skill-specific training, upgrades.
Employment Division	Job referrals, job search activities.
AFS	Access to AFS services when applicable, support services, daycare, transportation, medical, special needs, drug and alcohol treatment.
OHDC	Farmworker job placement, Hispanic out-reach services, bilingual services.
Catholic Family Services	Hispanic outreach services, health services, legal services.
Vocational Rehabilitation	Access to services for participants as appropriate, short-term problem resolution, vocational assessment.
Human Solutions	Support service issues, LEAP, aging services, elder care.
Snow CAP	Emergency food.
Red Cross	Safety training, health clinics.
Salvation Army	Emergency assistance, literacy.
Gresham Police Department	Safety training, block watches.
OSU Extension Service	Nutrition, parenting.
County/State Services	Health, counseling services.
Morrison Center	Family counseling
La Familia Hispana	Pocket resume.
Oregon Legal Services	Legal services.
Multnomah County	Health care, elder care, drug and alcohol treatment.
Tri-Met	Transportation.

EAST COUNTY CONTACT LIST
May 31, 1990

SERVICE PROVIDERS, INFORMATION SOURCES

AFS - Jean Stryker 257-4232
AFS West Branch, Romanians, Jean Pullen REAP Program,
Marilyn Flinn, Super. Ref Services 229-6555
Aging Services, Gresham Rebecca Loraine 248-5480- Hire people to
provide in-home care for aging
CSD Tom Hogan, 815 NE Davis 238-8300
Displaced Worker Project:
Placement Staff
Pinkie Dale 252-0758
E Co Homeless Coalition, Pastor Jerry Ferguson, Chair 665-3197
E Co Mental Health Hood & 7th, Jim Underwood, Psychosocial Rehab
Employment Division:
Ben Langston, 257-4351
Lillie Leikas Hispanic placement, Gresh Hum Relat. Comm
Sue Taylor, Ex Offender placement
Episcopal Outreach, Father Tim Hoyt, Boring 640-9425
Fairlawn Senior Center, Gresham 1280 NE Kane, 667-1965 Genevieve
Gilbert
La Familia Hispana, Impact
Gresham Chamber, Carol McGeehan Mercer, Exec Dir 665-1131
Resigned 3/28/90
Gresham, City of:
Joe Anderson, Gresh Cty Crime Prevention Coordinator 661-3000
Wally Douthwaite, Gresham Cty Mgr 669-2304 resigned 5/22/90
Shar Escudero, City of Gresham 661-3000
Mavis Fletcher, City Personnel 669-2307
Gresham Community Relations Committee - Hispanic Issues
Gussie McRobert, Mayor, Gresham City Hall 661-3000
Debbie Sagen, Gresham Dept of Comm & Econ Dev 669-2304
Gresham Optical 667-2424, Mary Zoe Petersen
Gresham Senior Center - Don Harp
Head Start, Sue Brady, Jean Wagner 256-3436 message
Hispanic Program of Catholic Family Services:
Lola Burge, Director 669-8350
Farmworkers Health Access Project, Rick Schwarz 669-8350,
665-1770
Homeless Veterans Project 229-6471, Jim Lewis
Human Solutions Inc. 2900 SE 122nd, Jill Bills 248-5200
IRCO - 234-1541 John Googins, Empl. for Refugees
Legal Aid 224-4086
Loaves & Fishes 50 NE Elliot 665-7191, Nancy Hankel
Lutheran Family Services 605 SE 39th 231-7480 Bruce Strade
METRO Dick Bolen 221-1646
Metropolitan Community Action - Carole Murdock, Chair 667-6001
Steve Rapp, Director 295-6790

MHCC:

Main number 667-6422
Bob Dematteis, Asst to Dr. Kreider, MHCC 667-7211
Michael Dillon, Director, Ctr for Econ Dev 667-7225
Don King, Small Bus Dev Ctr 667-7658
Paul Kreider, MHCC 667-7211
Ed McMahon, ESL, SLIAG 667-7333
Dr. Jack Miller, MHCC Dean of Comm. and Econ Dev 667-7313
Stephanie Sussman, MHCC 256-3430
Migrant Ed Service Center, Salem Merced Flores
Morrison Center, Jim McCleod, Director 135 NW Miller 667-2626
Multnomah County:
General Information 248-3511
E County Health Clinic, 620 NE 2nd Gresham 248-5155 Bea
Gilmore
Franklin Jenkins, Sharron Kelley's Office 248-5213
Judge Nely Johnson Romanian concerns Courthouse 248-3238
Commissioner Sharon Kelley 248-5213
Mult Co Sherriff, Sharon Owen, 255-3600
Comm Development - 2115 SE Morrison - Cecile Pitts 248-3044
Community Action, Bill Thomas 248-5464
Native American Rehabilitation Association, John Mackey 231-2641
Oregon Commission for Hispanic Advancement 621 SW Morrison 228-
4129, Virginia Quiros
Oregon Human Development Corporation:
Sherri Holman Sarc, 245-2600
David Miller, 236-9670
Odalis Perez, Hispanic Access, 236-9670
Larry Sanchez, 245-2600
The Private Industry Council:
Jim McAllister 287-0577, Board Member
Mary Zoe Peterson 667-2424, Board Member
Humberto Reyna 282-2774, Board Member
Larry Sanchez 245-2600, Board Member
Jean Schreiber 241-4600, Older Worker Program Staff
Liz Warman 667-8733, Board Member
Sharon Wylie 666-1859, Board Member
TPIC Plan Group: Penny Kennedy, Greg White, Carol Snyder, Dan
Graham
Probation & Parole Services, E Mult Co-Gresham (OR State) 122nd
257-4419 Jim Rood, Sue Elfving
Qualitype, Reyna Moore Advertising, Humberto Reyna, 282-2774
Red Cross-3131 N Vancouver, Ronnie Meyers, 284-1234
Reynold's School District - Marilyn MacDonald 667-3186 x214 message
Rockwood Merchant's Assn, CPA Jim Richardson 254-5533
2nd Contact Duane Robinson, VP 665-4179
Salvation Army:
Main Office Mervin Morelock 234-0825
Gresham 39 NE 4th
(661-2704 Lt. Robert Souders ECoFamily Service Offices)
(Family Service Office, supervises ECo office Mr. Loren Kurtz
233-6079)
(Harborlight Center - D&A downtown)
Savage Memorial Presbyterian Church, 139th and SE Mill,

Leo Tautfest, minister 256-9933
Schools - Initial contact with high schools through STEP mtg
Snow Cap, Doug Rogers, 252-0278
Steps to Success 760-4007 Nan Poppe
Unions - develop training connection - Glen Shaw at DWP
TriMet Max survey planning/dev 238-4891
Katherine, Strategic Research Coordinator 238-5860
Trinity Lutheran Church, Joan Riddle Zaraphath Kitchen 507 W Powell
667-4220
Jerry Ferguson, Pastor 665-3197
VocRehab - Sue Westwood, 1245 SE 122nd 257-4412
Sharon Wylie, 1265 SE Roberts, Gresham 666-1859
YMCA, 224 NE Roberts, Jeannie Braman 665-8150

EMPLOYER SURVEY CONTACTS

Albertson's Warehouse 7835 SW Hunzicker Rd 620-6801 Charley Norris
Alexander Manufacturing Inc Pres. Nick Alexander (Appren. Cab Mkrs)
Bill Hartner, Owner, Ashley's Restaurant
Boeing, Linda Richardson, Personnel Director 667-8572
Boeing, Liz Warman, Public Relations Manager, 667-8733
Lou Boston, Pres, Owner Gresham Chrysler Plymouth 665-7121
BOYD Coffee - Dick Boyd, VP Operations, Chamber Mbr
Columbia Corridor Association - Debbie Wallis
Bob Davis, Owner Prudential Home Folk Real Estate Townsend Farms
Inc, 23303 NE Sandy Bv Troutdale 666-1780
Drakes Seven Dees Nurseries - Jerry Gross 256-2223
El Sombrero Restaurant, Pat, Owner, on Sandy
Fujitsu Gresham Manu Div 21015 SE Stark 669-6000 Dick Romano
Jerry Gillham, PGE 665-6722 - messages I-84 Corridor
Gresh Merchant's Assn Don Hessel, Main St Groc, 120 N Main 661-7877
JSEC
Terry McCall, US Bank, Chamber
McGill Nursery
Metropolitan Builder's Assn. Charles Hales, Lake Oswego 684-1880
Ref. Sharon Wylie
NorWest - placement partner
Park Nursery, Rod Park. Pres. Nurseryman's Assn ref. DSagan
PDC Columbia Corridor Assn marketing focus
Dick Reedy, Personnel Officer, Reynold's Metal 666-0215
Safeway
J Frank Schmidt & Son Co 9500 SE 327th Boring 663-4138
TriMet Customer Service Jan Shearer 239-6424 MHCC Board Member
TrueValue
Viking Industries, Paula Kurtz
Cheryl Hoffman - zipcode survey of applicants and employees
Dennis Anderson, CFO, Ref. D. King 667-6030
Weyerhaeuser

DR PAUL KREIDER
PRESIDENT MHCC
26000 SE STARK ST
GRESHAM OR 97030
667-7211

JEAN STRYKER BR MGR
NORTHERN REGION AFS
2525 SW THIRD, STE 300
PORTLAND OR 97201
229-5174

STEPHANIE SUSSMAN
DIR MHCC MAYWOOD CTR
10100 NE PRESCOTT
PORTLAND OR 97220
256-3430

BEN LANGSTON MGR
OR STATE EMPLOY DIV
660 SE 160TH
PORTLAND OR 97216
257-4249

DAVID MILLER
OR HUM DEV CORP
825 NE 20TH STE 140
PORTLAND OR 97232
236-9670

LARRY SANCHEZ
OR HUM DEV CORP
9620 SW BARBUR BLVD #110
PORTLAND OR 97219
245-2600

DEBORAH SAGEN
DEPT OF ECON DEV
1333 NW EASTMAN
GRESHAM OR 97030
669-2301

SHARON WYLIE
1265 SE ROBERTS RD
GRESHAM OR 97030
666-1859

LIZ WARMAN PUB REL
THE BOEING COMPANY
P O BOX 20487
PORTLAND OR 97220
667-8733

JIM MC ALLISTER
2410 NE HANCOCK
PORTLAND OR 97212
287-0577

MARY ZOE PETERSEN
GRESHAM OPTICAL
24900 SE STARK #101
GRESHAM OR 97030
667-2424

FRANKLIN JENKINS
COMMISSIONER S. KELLEY
1021 SW FOURTH
PORTLAND OR 97204
248-5213

LOLA BURGE
CATHOLIC FAMILY SERVICES
451 NW FIRST
GRESHAM OR 97030
669-8350

JILL BILLS
HUMAN SOLUTIONS
2900 SE 122ND
PORTLAND OR 97236
248-5200

HUMBERTO REYNA
QUALITYTYPE AD GRAPHICS
1623 NE 15TH AVE
PORTLAND OR 97232
282-2774

NORM MONROE
COMM CHAIR McCOY'S OFC
1021 SW FOURTH, #134
PORTLAND OR 97204
248-3782

SUE WESTWOOD BR MGR
EAST CTY VOC REHAB
1245 SE 122ND AVE
PORTLAND OR 97233
259-4412

MARK PERRETT
OR STATE EMPLOY DIV
660 SE 160TH
PORTLAND OR 97215
257-4249

DON BALLINGER
UNITED WAY OF OREGON
718 W BURNSIDE
PORTLAND OR 97209
224-1760

SHIRLEY ARCE
UNITED WAY OF OREGON
718 W BURNSIDE
PORTLAND OR 97209
224-1760

SHARON OWEN PH D
MULT COUNTY SHERIFF'S OFC
12240 NE GLISAN
PORTLAND OR 97230
255-3600/251-2446

KATE DINS
NORTHERN REGION AFS
2525 SW THIRD STE 300
PORTLAND OR 97201
229-5174

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