

# ANNOTATED MINUTES

Tuesday, May 7, 1996 - 9:30 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

## BOARD BRIEFINGS

*Chair Beverly Stein convened the meeting at 9:34 a.m., with Vice-Chair Dan Saltzman, Commissioners Sharron Kelley and Tanya Collier present, and Commissioner Gary Hansen excused.*

- B-1 Update on Program Evaluation Capacity in Multnomah County Government. Presented by James Carlson.

***JIM CARLSON AND BARBARA GLICK  
PRESENTATION AND RESPONSE TO BOARD  
QUESTIONS, SUGGESTIONS AND DISCUSSION.***

- B-2 Discussion and Request for Policy Direction Regarding the Minimum Wage Initiative. Presented by Members of the Rainbow Coalition, the Portland Organizing Project and a Minimum Wage Worker.

***DIANE ROSENBAUM AND DUKE SHEPARD  
PRESENTATION AND RESPONSE TO BOARD  
QUESTIONS AND DISCUSSION.***

- B-3 Status of CareOregon, and Restructuring Options for the Future. Presented by Billi Odegaard and Mary Lou Hennrich.

***BILLI ODEGAARD, MARY LOU HENNRICH AND  
TIM GOLDFARB AND KATIE GAETJENS  
PRESENTATION AND RESPONSE TO BOARD  
QUESTIONS, SUGGESTIONS AND DISCUSSION.  
MS. GAETJENS TO RESPOND TO WRITTEN  
QUESTIONS AND CONCERNS OF THE BOARD AND  
STAFF TO RETURN FOR ADDITIONAL BRIEFING.***

- B-4 Discussion and Request for Policy Direction Regarding Land Conservation and Development Commission Orders Pertaining to the West Hills and Howard Canyon Reconciliation Reports. Presented by Scott Pemble and Sandra Duffy.

**SCOTT PEMBLE PRESENTATION. MR. PEMBLE AND SANDRA DUFFY RESPONSE TO BOARD QUESTIONS, SUGGESTIONS AND DISCUSSION. BOARD CONSENSUS THAT STAFF PROCEED WITH WORK TO REMOVE KABDEBO PROPERTY FROM WILDLIFE HABITAT DESIGNATION PER WEST HILLS ORDER; AND BOARD CONSENSUS THAT COUNTY PROCEED WITH NOISE STUDY PER HOWARD CANYON ORDER.**

*There being no further business, the meeting was adjourned at 11:50 a.m.*

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Tuesday, May 7, 1996 - 1:30 PM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

**BUDGET HEARING**

*Chair Beverly Stein convened the hearing at 1:33 p.m., with Vice-Chair Dan Saltzman, Commissioners Sharron Kelley, Gary Hansen and Tanya Collier present.*

PH-1 Central Citizen Budget Advisory Committee and Citizen Budget Advisory Committees Budget Recommendations on the Proposed 1996-97 Multnomah County Budget. Presented by Jack Pessia, Central CBAC Chair.

**JACK PESSIA CENTRAL CBAC PRESENTATION AND RECOMMENDATIONS.**

PH-2 Department of Community and Family Services Budget Overview, Highlights and Action Plans. DCFS Citizen Budget Advisory Committee Presentation. Opportunity for Public Testimony on the Proposed 1996-97 Multnomah County Budget. Issues and Opportunities. Board Questions and Answers.

**LOLENZO POE SELECTED BUDGET HIGHLIGHTS AND ACTION PLANS PRESENTATION. HOWARD KLINK REVIEW OF BUDGET DETAIL. DOUG MONTGOMERY CBAC PRESENTATION AND RECOMMENDATIONS. RICHARD HARRIS TESTIMONY IN SUPPORT OF FUNDING FOR CENTRAL CITY CONCERN, HOOPER DETOX,**

ACUPUNCTURE AND OTHER ALCOHOL AND DRUG TREATMENT PROGRAMS. KARLA McFARLAND TESTIMONY IN SUPPORT OF FUNDING ALCOHOL AND DRUG PROGRAMS AND DCFS BUDGET. KAREN HILL TESTIMONY IN SUPPORT OF FUNDING FOR THE QUINT PROJECT. MOLLY COOLEY TESTIMONY IN SUPPORT OF FUNDING FOR BRENTWOOD-DARLINGTON NEIGHBORHOOD PRIDE TEAM OFFICE SPACE AND RESPONSE TO BOARD QUESTIONS. PAM PATTON TESTIMONY IN SUPPORT OF FUNDING FOR FAMILY CENTERS, TOUCHSTONE, JANUS YOUTH, AND OTHER CHILDREN AND PROGRAMS; AND IN SUPPORT OF CONTRACTING OUT NEW POSITIONS THROUGH PRIVATE NON-PROFIT PROVIDERS. LINDA HUDDLE TESTIMONY IN SUPPORT OF FUNDING FOR HISPANIC RETENTION RETRIEVAL PROJECT AND YOUTH PROGRAMS. LOLENZO POE LOCAL BEHAVIORAL HEALTH AUTHORITY PRESENTATION. SUSAN CLARK MANAGED CARE INFRASTRUCTURE PRESENTATION. MR. POE SCHOOL SUPPORT PRESENTATION. MR. POE, KATHY TINKLE, DENNIS ADAMS AND MARY MERTZ EXPLANATION IN RESPONSE TO BOARD QUESTIONS AND DISCUSSION. HOWARD KLINK MENTAL HEALTH CRISIS TRIAGE CENTER PRESENTATION AND RESPONSE TO BOARD QUESTIONS. BOB DONOUGH, MR. POE, MR. KLINK AND IRIS BELL RESPONSE TO BOARD QUESTIONS AND DISCUSSION. DEPARTMENT OF COMMUNITY AND FAMILY SERVICES STAFF TO PROVIDE FOLLOW UP INFORMATION REGARDING (1) EFFECT OF ONE TIME ONLY FUNDING ON THE PACKAGE OF SUPPORT FOR SCHOOL PROGRAMS; (2) PREPARE A COST BENEFIT ANALYSIS OF THE EFFECT OF EARLY IDENTIFICATION OF CHILDREN WITH POVERTY/DISABILITY PROBLEMS; (3) IMPACT ON CHILDREN WITH POVERTY/DISABILITY PROBLEMS OF TRANSITION FROM SPECIAL SERVICES IN THEIR PRE-SCHOOL PERIOD TO REGULAR SCHOOL; (4) IDENTIFY THE EFFICACY OF ADDRESSING DISABILITIES AT AN EARLY

AGE; (5) PROVIDE INCOME DATA ABOUT THOSE WHO ARE SERVED AT PARENT CHILD DEVELOPMENT CENTERS TO DEMONSTRATE THAT THOSE AT RISK ARE BEING SERVED; (6) DEVELOP LANGUAGE TO INCLUDE RFP'S THAT WILL REQUIRE MEDIATION OF DISPUTES ABOUT THE CONTRACTING PROCESS BEFORE EITHER PARTY RESORTS TO LITIGATION; (7) PROVIDE AN OVERALL SUMMARY OF THE WELLNESS PROGRAMS, INCLUDING GOALS AND OBJECTIVES FOR EACH PROGRAM AND DISCUSSION OF POTENTIAL EVALUATION PLANS FOR EACH PROGRAM; (8) PROVIDE EVALUATION DATA OF THE HISPANIC RETENTION PROGRAMS AT THE THREE HIGH DROPOUT HIGH SCHOOLS. SUGGEST WAYS TO SECURE PROPOSED SYSTEM CHANGES FROM THE CONTRACTORS THAT WILL ENABLE THE SCHOOL DISTRICTS TO CONTINUE THE ESSENCE OF THESE PROGRAMS WHEN COUNTY FUNDING EXPIRES AT THE END OF THE THIRD YEAR; (9) ANALYZE THE CASH FLOW ADVANTAGE TO THE SCHOOLS FROM INCREASED ATTENDANCE THAT RESULTS FROM HISPANIC RETENTION PROGRAMS; (10) PROVIDE JUSTIFICATIONS AND RESPONSIBILITIES FOR NEW POSITIONS/CONTRACTS AS FOLLOWS: .5 FAMILY COORDINATOR; .5 EARLY CHILDHOOD COORDINATOR; COMMUNITY LEADERSHIP INSTITUTE; GRANT WRITER; FISCAL SPECIALIST, PLANNER. (11) PROPOSE A PLAN TO MAKE FAMILY CENTERS VISIBLE AND TO IMPROVE OUTREACH MATERIALS. THE PLAN SHOULD INCLUDE REQUIREMENTS TO INCLUDE IN CONTRACTS WITH PROVIDERS SO THAT IT CAN BE IMPLEMENTED. THE PLAN SHOULD ALSO INCLUDE ASSURANCE THAT THE FAMILY CENTERS WILL BE INCLUDED IN THE COUNTY'S SECTION OF THE BLUE PAGES IN THE TELEPHONE BOOK; (12) DESCRIBE THE STATUS OF THE DD RESPITE PROGRAM INTENDED TO BE PARTIALLY FUNDED BY THE COUNTY IN 1995-96. (13) BUDGET AND QUALITY STAFF TO PROVIDE A LISTING OF ALL NEW POSITIONS IN THE 1996-97 BUDGET, NOTING THE FUNDING SOURCE FOR

**THE POSITIONS AND IDENTIFYING POSITIONS SUPPORTING THE RESULTS EFFORT. COMMISSIONER SALTZMAN PROPOSED AMENDMENT DCFS 1 TO CUT \$100,000 "MINI GRANTS" AND DCFS 2 FOR FUNDING 6 FAMILY CENTERS SIGNAGE, INCLUDING LISTING IN THE COUNTY PAGES OF THE TELEPHONE DIRECTORY.**

*There being no further business, the hearing was adjourned at 3:25 p.m.*

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Wednesday, May 8, 1996 - 9:30 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

### **BUDGET HEARING**

*Chair Beverly Stein convened the hearing at 9:35 a.m., with Commissioners Sharron Kelley, Gary Hansen and Tanya Collier present, and Vice-Chair Dan Saltzman arriving at 9:37 a.m.*

PH-3 Health Department Budget Overview, Highlights and Action Plans. HD Citizen Budget Advisory Committee Presentation. Opportunity for Public Testimony on the Proposed 1996-97 Multnomah County Budget. Issues and Opportunities. Board Questions and Answers.

**BILLI ODEGAARD AND TOM FRONK DEPARTMENT OVERVIEW PRESENTATION. BILL DAVIS, GERARDO MADRIGAL, MARGE JOZSA AND STEVEN COCHRAN CBAC AND COMMUNITY HEALTH COUNCIL PRESENTATION AND RECOMMENDATIONS. THELMA GOLDEN TESTIMONY IN SUPPORT OF FUNDING FOR THE COALITION OF COMMUNITY HEALTH CLINICS. DIANE COHEN-ALPERT TESTIMONY IN SUPPORT OF FUNDING FOR STARS/WYN, INSIGHTS TEEN PARENT AND CONNECTIONS PROGRAMS. KATHY OLIVER TESTIMONY IN SUPPORT OF FUNDING FOR OUTSIDE IN AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. MICHAEL HARRIS TESTIMONY IN SUPPORT OF FUNDING FOR LANE MIDDLE SCHOOL, BRENTWOOD-DARLINGTON COMMUNITY CENTER AND STARS PROGRAMS.**

**SANDE NELSON, DEBRA LARSON, JACKIE SYBRANDT, KATHY PAINTNER AND KATHY WALKER TESTIMONY IN SUPPORT OF FUNDING TO ESTABLISH AN OREGON INSTITUTE FOR THE BLIND SNACK SHOP TRAINING CENTER IN THE McCOY BUILDING LOBBY. MS. WALKER RESPONSE TO BOARD QUESTIONS. MS. ODEGAARD ADVISED PRIMARY CARE DIVISION DIRECTOR ARDYS CRAGHEAD WILL BE RETIRING JULY 1. TOM FRONK PRIMARY CARE FEE REVENUES PRESENTATION. SHARI BLACK PRESENTATION ON PROPOSAL TO MERGE BURNSIDE AND WESTSIDE HEALTH CLINICS AND RESPONSE TO BOARD QUESTIONS. DWAYNE PRATHER BILINGUAL STAFF PROGRESS PRESENTATION. MR. PRATHER, MS. ODEGAARD AND PATSY KULLBERG RESPONSE TO BOARD QUESTIONS AND DISCUSSION. JAN SINCLAIR PRESENTATION ON REFUGEE HEALTH, BRENTWOOD-DARLINGTON AND STARS/WYN PROGRAMS AND RESPONSE TO BOARD QUESTIONS. GORDON EMPEY UPDATE REGARDING DENTAL EQUIPMENT AND THE PANDA COALITION, A CHILD ABUSE PREVENTION INITIATIVE AND RESPONSE TO BOARD QUESTIONS. MS. ODEGAARD UPDATE ON CAREOREGON AND NEEDLE EXCHANGE PROGRAM. MS. ODEGAARD AND GARY OXMAN RESPONSE TO BOARD QUESTIONS AND DISCUSSION. HEALTH DEPARTMENT STAFF TO PROVIDE FOLLOW UP INFORMATION REGARDING (14) PREPARE AN ANALYSIS OF THE FUNDING AND OPERATIONS OF THE OUTSIDE-IN CLINIC INCLUDING THE ELIGIBILITY OF CLINIC CLIENTS FOR INSURANCE COVERAGE; (15) SUMMARIZE AND PRESENT THE VIEWS OF THE CENTRAL CITY CONCERN ON THE MERGER OF THE BURNSIDE AND WEST SIDE CLINICS; (16) PROVIDE COPIES OF THE MATERIALS USED IN THE PANDA TRAINING SESSION; (17) DETERMINE THE AMOUNT OF CONTRIBUTION TO THE NEEDLE EXCHANGE PROGRAM BUDGETED BY THE CITY OF PORTLAND IN 1996-97; (18) SUMMARIZE THE STATUS OF A QUALITY RATING**

**FOR RESTAURANTS; (19) SUMMARIZE THE STATUS OF THE POTENTIAL TRANSFER OF THE MEDICAL EXAMINER PROGRAM TO THE OREGON STATE POLICE. DEPARTMENT OF ENVIRONMENTAL SERVICES STAFF TO (20) SUMMARIZE AND REVIEW THE OREGON INSTITUTE FOR THE BLIND PROPOSAL THAT THE COUNTY CONSTRUCT A TRAINING LOCATION IN THE McCOY BUILDING. LABOR RELATIONS STAFF TO (21) PROVIDE ANALYSIS OF THE POTENTIAL FOR PROVIDING SUPPLEMENTAL INCENTIVE PAY FOR SECOND LANGUAGE COMPETENCE. COMMISSIONER SALTZMAN PROPOSED AMENDMENT DES 1, \$39,000 FOR OIB CONSTRUCTION.**

*There being no further business, the hearing was adjourned at 11:40 a.m.*

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Thursday, May 9, 1996 - 9:30 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

### **REGULAR MEETING**

*Chair Beverly Stein convened the meeting at 9:31 a.m., with Vice-Chair Dan Saltzman, Commissioners Sharron Kelley, Gary Hansen and Tanya Collier present.*

### **CONSENT CALENDAR**

**UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER HANSEN, THE CONSENT CALENDAR (ITEMS C-1 THROUGH C-4) WAS UNANIMOUSLY APPROVED.**

### **SHERIFF'S OFFICE**

- C-1      Amendment 2 to Intergovernmental Agreement 800416 with Oregon State Marine Board, Adding \$6,000 for Procurement of Fuel for Marine Patrol

- C-2 Budget Modification MCSO 12 Requesting Authorization to Add \$6,000 to the Supplies Line Item in the Marine Board Portion of the Sheriff's River Patrol Budget

### **DEPARTMENT OF HEALTH**

- C-3 Intergovernmental Revenue Agreement 201766 with Oregon Health Sciences University, for the Provision of Case Management and Medical Care Services for Persons Living with HIV/AIDS

### **DEPARTMENT OF ENVIRONMENTAL SERVICES**

- C-4 CU 9-95 Report on the March 20, 1996 Hearings Officer Decision, APPROVING, Subject to Conditions, Conditional Use Approval for a Non-Farm Related Single Family Residence in an Exclusive Farm Use Zoning District, for Property Located at 11410 NW SKYLINE BOULEVARD, PORTLAND

### **REGULAR AGENDA**

#### **PUBLIC COMMENT**

- R-1 Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.

***TOM CROPPER COMMENTED IN SUPPORT OF ASKING THE GOVERNOR FOR PUBLIC HEARINGS ON LOCAL CONTROL.***

***CHAIR STEIN AND COMMISSIONERS KELLEY, SALTZMAN, HANSEN AND COLLIER ACKNOWLEDGED THE PASSING OF BILL NAITO AND EXPRESSED THEIR APPRECIATION FOR HIS DEDICATION, CONTRIBUTIONS AND SUPPORT OVER THE YEARS. A MOMENT OF SILENCE WAS OBSERVED.***

### **DEPARTMENT OF SUPPORT SERVICES**

- R-2 RESULTS Team Presentation Regarding Multnomah County Health Clinic's Increased Up-to-Date Immunizations

**MARILEE DEA, PEGGY HILLMAN AND YUEN CHAN PRESENTATION REGARDING TEAM PROJECT IN WHICH THE IMMUNIZATION RATE OF TWO YEAR OLDS RECEIVING WELL CHILD CARE WAS INCREASED TO ABOVE 90% FOR ALL CLINICS IN 1995. MS. HILLMAN RESPONSE TO BOARD QUESTIONS, COMMENTS AND DISCUSSION.**

**NON-DEPARTMENTAL**

**R-3 RESOLUTION Supporting and Endorsing the Oregon Minimum Wage and Economic Independence Act**

**COMMISSIONER SALTZMAN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-3. COMMISSIONER SALTZMAN EXPLANATION AND COMMENTS IN SUPPORT. ELLEN LOWE TESTIMONY IN SUPPORT AND RESPONSE TO BOARD QUESTIONS AND COMMENTS. RESOLUTION READ. RESOLUTION 96-83 UNANIMOUSLY APPROVED.**

**DEPARTMENT OF COMMUNITY AND FAMILY SERVICES**

**R-4 PUBLIC HEARING and Consideration of a RESOLUTION Approving the 1996-97 Multnomah County Annual Action Plan for the Community Development Block Grant Program and HOME Investment Partnership Program to be Submitted to the Department of Housing and Urban Development**

**COMMISSIONER KELLEY MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF RESOLUTION. CECILE PITTS EXPLANATION, DISTRIBUTION OF ADDITIONAL WRITTEN TESTIMONY, AND RESPONSE TO BOARD QUESTIONS. MARGE JOZSA TESTIMONY IN SUPPORT OF ADDITIONAL DENTAL CLINIC FUNDING AND RESPONSE TO BOARD QUESTIONS. BRENDA JOSE TESTIMONY IN SUPPORT OF FUNDING FOR ADAPT-A-HOME PROJECT. KAREN MARKINS TESTIMONY IN SUPPORT OF FUNDING FOR THE PROJECT SAIL PROGRAM. ROBERT TUCKER TESTIMONY IN**

**SUPPORT OF FUNDING FOR A COMMUNITY FACILITY AT THE WILLOW TREE INN SITE IN GRESHAM. LUCIA PEÑA TESTIMONY IN SUPPORT OF FUNDING FOR CASA OF OREGON FARMWORKERS HOUSING PROJECT IN GRESHAM. NEAL BEROZ TESTIMONY IN SUPPORT OF FUNDING FOR NETWORK BEHAVIORAL HEALTH CARE AND REACH COMMUNITY DEVELOPMENT POWELL BOULEVARD PROJECT TO DEVELOP HOUSING FOR MENTAL AND SUBSTANCE ABUSE CLIENTS. CYNTHIA INGEBRETSON TESTIMONY IN SUPPORT OF FUNDING FOR FAIR HOUSING COUNCIL OF OREGON PROJECT. ELI SPEVOK TESTIMONY IN SUPPORT OF FUNDING FOR HUMAN SOLUTIONS ANKENY WOODS AFFORDABLE HOUSING PROJECT. MS. PITTS RESPONSE TO BOARD QUESTIONS AND DISCUSSION. COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL TO TRANSFER \$2,500 FROM THE PROJECT CONTINGENCY FUND TO PROVIDE ADDITIONAL DENTAL CARE SERVICES. MS. PITTS RESPONSE TO BOARD QUESTIONS. BOARD COMMENTS. MOTION UNANIMOUSLY APPROVED. RESOLUTION 96-84 UNANIMOUSLY APPROVED, AS AMENDED.**

**DEPARTMENT OF SUPPORT SERVICES**

R-5 Intergovernmental Agreement 500696 with the Oregon State Police, Office of Emergency Management, Providing Disaster Relief Funding Assistance for Multnomah County

**COMMISSIONER COLLIER MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-5. MIKE GILSDORF EXPLANATION AND RESPONSE TO BOARD QUESTIONS. AGREEMENT UNANIMOUSLY APPROVED.**

R-6 RESOLUTION Authorizing Execution and Delivery of a Lease Purchase Agreement and an Escrow Agreement; Designating an Authorized Representative; Authorizing the Negotiated Sale of Certificates of Participation in an Amount Not Exceeding \$1,900,000; Designating a

Financial Advisor, Special Counsel, Registrar and Paying Agent; and Other Matters

**COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-6. DAVE BOYER EXPLANATION AND RESPONSE TO BOARD QUESTIONS. RESOLUTION 96-85 UNANIMOUSLY APPROVED.**

R-7 RESOLUTION Authorizing the Issuance and Sale of Short-Term Promissory Notes (Tax and Revenue Anticipation Notes, Series 1996) in the Amount of \$11,000,000 for the Purpose of Meeting Current Expenses of the County for the 1996-97 Fiscal Year

**COMMISSIONER KELLEY MOVED AND COMMISSIONER SALTZMAN SECONDED, APPROVAL OF R-7. MR. BOYER EXPLANATION. RESOLUTION 96-86 UNANIMOUSLY APPROVED.**

#### **DEPARTMENT OF ENVIRONMENTAL SERVICES**

R-8 First Reading of an ORDINANCE Amending the Comprehensive Framework Plan Volume 1 Findings to Include the West Hills Reconciliation Report, as Revised and Amended by the Board, in Fulfillment of the Periodic Review Work Program Tasks for Statewide Planning Goal 5 Resources in the West Hills Rural Area

**ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER SALTZMAN MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF FIRST READING. HOWARD GORDON EXPLANATION. TOM CROPPER TESTIMONY IN OPPOSITION TO GRAVEL MINE. BOARD COMMENTS IN SUPPORT. FIRST READING UNANIMOUSLY APPROVED. SECOND READING THURSDAY, MAY 16, 1996.**

R-9 First Reading of an ORDINANCE Amending the Sectional Zoning Maps by Deleting the SEC-h (Wildlife Habitat) Zoning Overlay District for Lands to the North of the Bonny Slope Subdivision within the West Hills Rural Area

**ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER SALTZMAN MOVED**

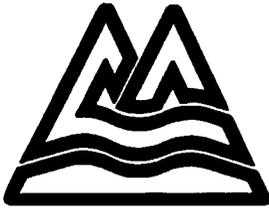
**AND COMMISSIONER COLLIER SECONDED,  
APPROVAL OF FIRST READING. MR. HOWARD  
EXPLANATION. CAMILLE KABDEBO TESTIMONY  
IN SUPPORT. FIRST READING UNANIMOUSLY  
APPROVED. SECOND READING THURSDAY, MAY  
16, 1996.**

*There being no further business, the meeting was adjourned at 10:55  
a.m.*

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



***Deborah L. Bogstad***



**MULTNOMAH COUNTY OREGON**

OFFICE OF THE BOARD CLERK  
SUITE 1510, PORTLAND BUILDING  
1120 SW FIFTH AVENUE  
PORTLAND, OREGON 97204  
CLERK'S OFFICE • 248-3277 • 248-5222  
FAX • (503) 248-5262

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

# AGENDA

## MEETINGS OF THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS FOR THE WEEK OF

**MAY 6, 1996 - MAY 10, 1996**

*Tuesday, May 7, 1996 - 9:30 AM - Board Briefings.....Page 2*

*Tuesday, May 7, 1996 - 1:30 PM - Budget Hearing.....Page 2*

*Wednesday, May 8, 1996 - 9:30 AM - Budget Hearing.....Page 3*

*Thursday, May 9, 1996 - 9:30 AM - Regular Meeting.....Page 3*

*Thursday Meetings of the Multnomah County Board of Commissioners are \*cablecast\* live and taped and can be seen by Cable subscribers in Multnomah County at the following times:*

*Thursday, 9:30 AM, (LIVE) Channel 30*

*Friday, 10:00 PM, Channel 30*

*Sunday, 1:00 PM, Channel 30*

*\*Produced through Multnomah Community Television\**

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

**AN EQUAL OPPORTUNITY EMPLOYER**

*Tuesday, May 7, 1996 - 9:30 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

**BOARD BRIEFINGS**

- B-1 Update on Program Evaluation Capacity in Multnomah County Government. Presented by James Carlson. 30 MINUTES REQUESTED.*
- B-2 Discussion and Request for Policy Direction Regarding the Minimum Wage Initiative. Presented by Members of the Rainbow Coalition, the Portland Organizing Project and a Minimum Wage Worker. 30 MINUTES REQUESTED.*
- B-3 Status of CareOregon, and Restructuring Options for the Future. Presented by Billi Odegaard and Mary Lou Hennrich. 10:30 AM TIME CERTAIN, 45 MINUTES REQUESTED.*
- B-4 Discussion and Request for Policy Direction Regarding Land Conservation and Development Commission Orders Pertaining to the West Hills and Howard Canyon Reconciliation Reports. Presented by Scott Pemble and Sandra Duffy. 15 MINUTES REQUESTED.*
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*Tuesday, May 7, 1996 - 1:30 PM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

**BUDGET HEARING**

- PH-1 Central Citizen Budget Advisory Committee and Citizen Budget Advisory Committees Budget Recommendations on the Proposed 1996-97 Multnomah County Budget. Presented by Jack Pessia, Central CBAC Chair. 15 MINUTES REQUESTED.*
- PH-2 Department of Community and Family Services Budget Overview, Highlights and Action Plans. DCFS Citizen Budget Advisory Committee Presentation. Opportunity for Public Testimony on the Proposed 1996-97 Multnomah County Budget. Issues and Opportunities. Board Questions and Answers. 2 HOURS REQUESTED.*

Wednesday, May 8, 1996 - 9:30 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

**BUDGET HEARING**

PH-3 Health Department Budget Overview, Highlights and Action Plans. HD Citizen Budget Advisory Committee Presentation. Opportunity for Public Testimony on the Proposed 1996-97 Multnomah County Budget. Issues and Opportunities. Board Questions and Answers. 2 HOURS REQUESTED.

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Thursday, May 9, 1996 - 9:30 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

**REGULAR MEETING**

**CONSENT CALENDAR**

**SHERIFF'S OFFICE**

- C-1 Amendment 2 to Intergovernmental Agreement 800416 with Oregon State Marine Board, Adding \$6,000 for Procurement of Fuel for Marine Patrol
- C-2 Budget Modification MCSO 12 Requesting Authorization to Add \$6,000 to the Supplies Line Item in the Marine Board Portion of the Sheriff's River Patrol Budget

**DEPARTMENT OF HEALTH**

- C-3 Intergovernmental Revenue Agreement 201766 with Oregon Health Sciences University, for the Provision of Case Management and Medical Care Services for Persons Living with HIV/AIDS

**DEPARTMENT OF ENVIRONMENTAL SERVICES**

- C-4 CU 9-95 Report on the March 20, 1996 Hearings Officer Decision, APPROVING, Subject to Conditions, Conditional Use Approval for a Non-Farm Related Single Family Residence in an Exclusive Farm Use Zoning District, for Property Located at 11410 NW SKYLINE BOULEVARD, PORTLAND

**REGULAR AGENDA**

**PUBLIC COMMENT**

R-1            *Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.*

**DEPARTMENT OF SUPPORT SERVICES**

R-2            *RESULTS Team Presentation Regarding Multnomah County Health Clinic's Increased Up-to-Date Immunizations*

**NON-DEPARTMENTAL**

R-3            *RESOLUTION Supporting and Endorsing the Oregon Minimum Wage and Economic Independence Act*

**DEPARTMENT OF COMMUNITY AND FAMILY SERVICES**

R-4            *PUBLIC HEARING and Consideration of a RESOLUTION Approving the 1996-97 Multnomah County Annual Action Plan for the Community Development Block Grant Program and HOME Investment Partnership Program to be Submitted to the Department of Housing and Urban Development*

**DEPARTMENT OF SUPPORT SERVICES**

R-5            *Intergovernmental Agreement 500696 with the Oregon State Police, Office of Emergency Management, Providing Disaster Relief Funding Assistance for Multnomah County*

R-6            *RESOLUTION Authorizing Execution and Delivery of a Lease Purchase Agreement and an Escrow Agreement; Designating an Authorized Representative; Authorizing the Negotiated Sale of Certificates of Participation in an Amount Not Exceeding \$1,900,000; Designating a Financial Advisor, Special Counsel, Registrar and Paying Agent; and Other Matters*

R-7            *RESOLUTION Authorizing the Issuance and Sale of Short-Term Promissory Notes (Tax and Revenue Anticipation Notes, Series 1996) in the Amount of \$11,000,000 for the Purpose of Meeting Current Expenses of the County for the 1996-97 Fiscal Year*

**DEPARTMENT OF ENVIRONMENTAL SERVICES**

- R-8        *First Reading of an ORDINANCE Amending the Comprehensive Framework Plan Volume 1 Findings to Include the West Hills Reconciliation Report, as Revised and Amended by the Board, in Fulfillment of the Periodic Review Work Program Tasks for Statewide Planning Goal 5 Resources in the West Hills Rural Area*
- R-9        *First Reading of an ORDINANCE Amending the Sectional Zoning Maps by Deleting the SEC-h (Wildlife Habitat) Zoning Overlay District for Lands to the North of the Bonny Slope Subdivision within the West Hills Rural Area*

GARY HANSEN  
Multnomah County Commissioner  
District 2



1120 S.W. Fifth Avenue, Suite 1500  
Portland, Oregon 97204  
(503) 248-5219

M E M O R A D U M

TO: Office Of The Board Clerk  
Chair Beverly Stein  
Commissioner Tanya Collier  
Commissioner Sharron Kelly  
Commissioner Dan Saltzman

FROM: Juana Arredondo, Commissioner Hansen's Office

RE: Absence From May 7th BCC Board Meetings

DATE: May 7, 1996

BOARD OF  
COUNTY COMMISSIONERS  
96 MAY - 7 PM 1:10  
MULTNOMAH COUNTY  
OREGON

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Commissioner Hansen was attending an AOC Conference in Salem from 9:30am-12:00pm, which made him unable to attend this morning Board Briefing Meeting.

MEETING DATE: MAY 7 1996

AGENDA #: 3-1

ESTIMATED START TIME: 9:30

(Above Space for Board Clerk's Use ONLY)

**AGENDA PLACEMENT FORM**

SUBJECT: Update on Program Evaluation Capacity in County government

BOARD BRIEFING: DATE REQUESTED: May 7, 1996

REQUESTED BY: James Carlson

AMOUNT OF TIME NEEDED: 30 minutes

REGULAR MEETING: DATE REQUESTED: \_\_\_\_\_

AMOUNT OF TIME NEEDED: \_\_\_\_\_

DEPARTMENT: Support Services

DIVISION: Budget & Quality Office

CONTACT: James Carlson

TELEPHONE #: 248-3883 x4825

BLDG/ROOM #: B106/1400

PERSON(S) MAKING PRESENTATION: James Carlson

ACTION REQUESTED:

INFORMATIONAL ONLY     POLICY DIRECTION     APPROVAL     OTHER

SUGGESTED AGENDA TITLE:

Update on program evaluation capacity in county government.

BOARD OF  
COUNTY COMMISSIONERS  
96 APR 29 AM 9:17  
MULTNOMAH COUNTY  
OREGON

SIGNATURES REQUIRED:

ELECTED OFFICIAL: \_\_\_\_\_  
(OR)  
DEPARTMENT MANAGER: 

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

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

# **Update on Program Evaluation Capacity in Multnomah County Government**

**Prepared by Jim Carlson, Evaluation Specialist  
Budget and Quality Office**

**May 7, 1996**

## **I. WHERE ARE WE NOW?**

A Program Evaluation Workgroup was created in July 1995 on recommendation of Department heads. It has completed a report on "*Current State of the Art of Program Evaluation in Multnomah County Services*".

- A. The Health Department has created the Program Design and Evaluation Services section in response to a requirement by federal grant agencies that funding for services include scientific evaluation of outcomes.
- B. Community and Family Services Department has created a Contracts and Evaluation unit by reassigning 18 people and vacancies. This Unit is designing both process and outcome evaluations for about 150 Class 2 contracts (>\$25,000).
- C. Juvenile Justice Department has created a Contracts and Program Evaluation unit which is beginning to work with contractors to design process and outcome evaluations.
- D. Aging Services has built a strong customer focus into contract monitoring and has begun outcome measurement training for contractors.

E. Department of Community Corrections has contracted for some excellent program evaluations, most recently of the Structured Sanctioning process.

F. Sheriff's Office evaluated the Gresham temporary hold facility.

G. Weak areas:

1. most resources are still dedicated to basic contract monitoring rather than broader evaluations of program or system effectiveness
2. Public Safety and Children and Families cross-departmental evaluation capacity is lacking

## II. WHERE ARE WE GOING?

A five-year plan for increasing the County's capacity to collect and use data has been included as part of RESULTS. Developing program evaluation capacity and improving information system technology are now parts of an integrated plan to improve the efficiency and effectiveness of County services.

A. Goal 7--Make Decisions Based on Data--was reviewed and altered by the Program Evaluation Workgroup (PEW)

B. An April 25, 1996 meeting of the PEW identified the following ways we can collectively advance Goal 7:

1. set up a quarterly program evaluation trainings open to all County staff
2. provide more in-depth cross training for program evaluation staff

C. Plans to expand the range of program evaluations in 1997-1999 are resource dependent

- D. Initial plans by Metropolitan Commission on Children and Families to create a Research Advisory Committee
- E. A longer range vision for program evaluation in County government--opportunities for action and collaboration

### III MAJOR ACCOMPLISHMENTS BY COUNTY EVALUATION SPECIALIST FOR 1995-96

- A. Completed with the Progress Board the first survey of the benchmark on satisfaction of citizen volunteers serving in an advisory capacity
- B. Completed a survey of juvenile probationers for the Juvenile Justice Department as part of their case classification committee
- C. Initial evaluation of the mental health pre-trial release program
- D. Training of department staff on updating/improving Key Results
- E. Assistance in developing the RFP and evaluating responses for evaluation of the juvenile sex offender residential treatment program
- F. Consultation and training to individual workgroups on improving performance
- G. Provide leadership and staff support for the Program Evaluation Workgroup

**RESULTS GOAL # 7**  
**MAKE DECISIONS BASED ON DATA**

<b>1999-2000</b>	Evaluation of major county programs is routinely used to guide decision-making
<b>1998-1999</b>	Evaluation is expanded to a wider range of programs
<b>1997-1998</b>	More in-depth evaluation is focused on a limited number of programs
<b>1996-1997</b>	Key Results are routinely used by all Departments to monitor all programs
<b>1995-1996</b>	Departments begin to use Key Results to monitor programs

# Quality Driven Systems Goals

2. MAKE DECISIONS BASED ON DATA				
1995-1996	1996-1997	1997-1998	1998-1999	1999-2000
<p>Refine Key Results, Performance Trends, and other performance measures</p> <p>Chair's office &amp; planning committees (Local Public Safety Coordinating Council &amp; Multnomah Commission on Children and Families) define &amp; prioritize information needs</p> <p>Departments begin gathering and analyzing existing information for public safety and wellness planning; information gaps are identified</p> <p>Departments identify resources needed, and set timelines and responsibilities to ensure that all Class 2 client service contracts (&gt;\$25,000) have an associated evaluation plan with measurable outcomes by 7/1/97</p> <p>Share best practices in program evaluation; begin to develop common evaluation principles</p>	<p>Key Results, Performance Trends, and other performance measures are reviewed at least quarterly by Departments</p> <p>Identify factors which can influence achievement of Key Results and Benchmarks. Begin to determine how to validly and reliably measure these factors</p> <p>Departments continue gathering and analyzing existing information for public safety and wellness planning; begin a limited set of ad hoc studies to fill information gaps</p> <p>Departments identify ways to better use information for day-to-day and strategic management; assess departmental capacity to meet those needs, and identify resources needed to meet Departmental evaluation goals.</p> <p>Begin to improve the technical expertise of County staff in evaluation design and statistical analysis</p>	<p>Begin to compare Key Results, Performance Trends, and other performance measures with comparable organizations</p> <p>Begin to measure factors which can influence achievement of Key Results and Benchmarks.</p> <p>Begin more formalized ongoing evaluations of key policy issues to the extent that evaluation resources permit</p> <p>Continue to develop the capacity of County staff to perform high quality program evaluations</p>	<p>Further develop ability to compare County performance measures with other organizations</p> <p>Start evaluations of a wider range of key policy issues to the extent that evaluation resources permit</p>	<p>Routinely use evaluation of major County programs for guiding program planning and policy development</p>

**CURRENT STATE OF THE ART  
OF PROGRAM EVALUATION  
IN  
MULTNOMAH COUNTY  
SERVICES**

**A Report of the Program Evaluation  
Workgroup**

**Meeting of September 26, 1995**

**Prepared by Jim Carlson  
Evaluation Specialist,  
Budget & Quality Office**

The Program Evaluation Workgroup was formed at the request of Department Heads and Chair Beverly Stein to promote more and better program evaluation within Multnomah County. The group met for the first time on September 26, 1995 to review the current state of program evaluation within the County. Future meetings will focus on information sharing around specific topics and development of recommendations to improve program evaluation. A list of initial members and their phone numbers is included in the last page of this report.

## **Program Evaluation in Aging Services Division**

### **June Schumann**

Program evaluation is used in a broad sense in ASD. It is closely related to the five year strategic plan, the annual operational plan (area plan), and to decisions which must be made about specific programs. Our evaluations primarily occur through two approaches: 1) evaluation of contracts; 2) evaluation using Key Results.

#### Contracts

Our type of contract monitoring has shifted over the last 3-4 years. It used to be focused on contract compliance as measured by units of service provided, interviews with service providers, and chart reviews. Another primary emphasis was, and continues to be, maintaining basic safety. More recently, the focus of contract review has shifted to “what are the values from which we operate ASD and want our contractors to follow.” We talk with providers about values governing their decision-making for clients, who are their primary and secondary customers, and the different ways they respond to each. We try to determine if there are conflicts trying to meet different customers needs. Interviewees include Advisory Board members, citizen advocates, and customers as well as the providers themselves. Collecting data from these multiple sources gives a better sense of any mismatches between needs of the elderly and what is happening in service delivery. We then must determine if the aged have control over what they want and need or does the service provider control this.

#### Key Results

Key Results are the other leg of our program evaluation. Several of these are derived from customer satisfaction surveys. This is done because more “objective” outcomes are difficult to get in areas such as case management or adult foster homes; so the best current approach is to focus on customer satisfaction and client safety.

Two surveys have been conducted with adult foster homes (AFH's). One mailed out questionnaires to all AFH providers and received a 62% response rate. Providers were asked about the licensing process and their

dealings with ASD staff and residents. Barriers or helpful practices were elicited. A second questionnaire was used by about 20 gerontology students to interview a sample of foster home residents. The focus was how the residents experienced living in the foster home, whether or not they had control in deciding to live in one, and whether they get to choose their day to day activities.

A second set of surveys involved the meals program. One questionnaire involved congregate meals while another was targeted at clients receiving in home meals. Results showed that the two groups are very different. Seniors participating in the congregate meal program are more interested in socialization while seniors receiving in home meals feel the quality of the food is a more important issue. This has important implications for program planning.

Another survey is currently being fielded to seniors to determine what problems they are having in using the public transportation system. (Note: This survey is not included as a Key Result). A telephone survey is targeting two groups: those who have used public transportation in the last 6 months and a second group who hasn't used it in the last year.

While there is much more that could be done, these are the efforts we are able to support with current resources. They provide a good foundation for broader evaluation efforts in the future.

## **Program Evaluation in the Juvenile Justice Department**

### **Jimmy Brown**

Historically, there has been little systematic program evaluation in JJD. There is some current evaluation funded by the Casey Foundation grant and funds have been allocated for a contracted evaluation of the sex offender treatment program. There has only been fiscal monitoring of contracts. I have recently been appointed as Contracts and Program Administrator and will begin the process of developing measurable outcomes with contractors. Other than that, what we primarily have is positive anecdotal evidence. A recently approved Research Analyst position will assist us in defining and collecting outcome measures and in maintaining our data base. This provides a good foundation for future progress.

We understand that public safety, accountability, restitution of victims, and skill development of the juveniles in our care are concerns we must address to satisfy the public. Closely related internal concerns involve the following questions:

- 1) Why do we offer the programs we offer?
- 2) Why do we contract with the providers we do?
- 3) What would success in the above programs look like?
- 4) How would we measure it?
- 5) How well do we work with our partners (providers, families)?  
Are they satisfied?

We need to define:

**Recidivism** - What does it mean? Is it committing any offense ever, or can we accept as partial success lesser violations and/or greater time between violations.

**Over-representation** - How do we assess whether particular cultural and ethnic groups are over-represented in the population we serve. Why does this occur? Is it something we can influence?

**Successful outcome** - Is it not going to the Oregon Youth Authority, that is a successful diversion? Is it making it to age 18 without further offenses?

What are the intermediate outcomes that indicate the probability of long-term successful outcomes?

In the past we have worked with the Portland State University Regional Research Institute to do program evaluation and hope to do so again. We are also working with the Oregon Youth Authority who is trying to develop a common statewide definition of recidivism. These and other partnerships, and use of our own staff expertise will help us begin a systematic evaluation process.

## **Program Evaluation in the Department of Community Corrections Tichenor McBride**

Program evaluation in the Department of Community Corrections has been in two forms:

1) evaluation briefs which generally focus on comparing two groups (program participants vs. non-participants, program successes vs. program terminations) in terms of recidivism. Typically, there is minimal control or analysis of demographic or other variables. An example of this type of evaluation is a 1992 evaluation of the Community Service Forest Project.

2) Evaluation reports with a higher level of analysis of outcome variables, typically assessing outcomes by race, age, sex, or offender type. Examples of this type of evaluation include a 1992 study on Post-Treatment Criminal Justice Involvement for Clients Terminating from the Volunteers of America Women's Program. Other more extensive evaluations are contracted out, such as an Outcome Evaluation of the Literacy Program for Adult Offenders which was completed in 1994 and a 1994 study of Multnomah County's implementation of structured sanctions. We have also participated in national and state level evaluations which have been conducted in partnership with federal authorities or the State Department of Corrections such as studies on structured sanctions and racial disparities in parole revocations.

On an ongoing basis we have also done a lot of process evaluation of our contractors. We gather individual data on clients served at intake and exit from the system, and monitor utilization by month to assure optimum use of resources. We use client satisfaction surveys for offenders in contract programs. Several times a year we also do surveys of the parole officers who use the contractors whether their needs for assistance in managing the client are being met. This allows use to get progress reports and keep ahead of problems.

Some of our internal programs try to do some program evaluation on their own but have limited resources. For example, the day reporting center has developed a data base which gives some basic information but could be

better utilized if staff had more time and program evaluation expertise. The Women's Transition Services also does some evaluation. Twice a year they do a random chart review of contract agency cases to assess the adequacy of treatment plans, progress reports, etc. We hope to continue to encouraging programs to conduct evaluations of their effectiveness.

Current plans for program evaluation include participating in a joint study involving the Multnomah County Sheriff's Office and the Program Office for Mental and Emotional Disturbances to evaluate a pilot project to divert the mentally ill from jails. We also plan to continue collaborating with a variety of contacts DCC has with both state and national resources; participating in these state and national studies as a local site is a cost effective way of not only evaluating our own efforts but in getting comparable data from other jurisdictions.

**Program Evaluation in the Department  
of Environmental Services  
Lance Duncan**

DES has several divisions which serve internal customers, (other County staff). Other DES divisions provide “mandated” functions such as elections and taxation. All divisions within DES collect and analyze data reported in Key Results to conduct some aspects of program evaluation.

Facilities and Property Management, FREDS (Fleet, Records, Electronics, Distribution Services), Transportation, and Animal Control have used the same consultant to develop customer satisfaction surveys. Initial information was solicited in small focus groups and used to develop the final surveys. This results of the surveys were used to develop specific action plans to improve customer service in these divisions.

The Information Services Division designed their own customer feedback instrument. ISD is using this information to select Process Improvement Teams which are concentrating on improving the efficiency and effectiveness of ISD operations.

Animal Control, in addition to using a broad-based customer satisfaction survey, has designed an instrument to provide feedback from customers at the time services are provided. They are also refining their Key Results to provide more useful program-evaluation information.

Facilities and Property Management is contracting with the Babicky Group to develop measurements (comparative benchmarks) based on industry best practices to guide their approach to excellence in customer service, cost effectiveness, and improved performance.

FREDS, in addition to their general customer survey process, has designed a feedback tool to gather specific, concurrent information about the quality of services provided to fleet customers.

Assessment and Taxation uses a variety of tools to evaluate their programs. They use process flow charts (linked to their Key Results) designed to measure how efficiently or effectively the process is working. Outcomes

are reported in Key Results in the budget, and are used to adjust work processes as necessary. Assessment and Taxation also uses "counter surveys" available at all public information counters to provide feedback about customer satisfaction at the time of service delivery. Other survey techniques have been utilized, but customers found them more intrusive than the "counter surveys" currently being used. Additional tools used to evaluate internal processes include CQI meetings involving those people participating in a particular process. A&T utilizes an annual external audit of their fiduciary processes, and participates in a comprehensive evaluation conducted periodically by the State Department of Revenue.

In the Elections Division, program evaluation is conducted within the context of an organization-wide CQI effort. Their methods involve participatory, ongoing critique and improvement of processes. Participants in these CQI efforts are those who are involved in a particular project or process, including external customers.

Our future interest in DES is getting other more timely sources of feedback to use in program evaluation. General customer surveys are one source but are usually done only every year or two. Many people are working on various methods to more concurrently measure their progress in the interim. There has been some discussion of using automated methods for obtaining real time customer feedback and other process measures.

# **Program Evaluation in the Multnomah County Library**

## **Margaret Epting**

### Benchmarking

Through its participation in the American Library Association annual survey we are able to compare our output to most other libraries in the country. We have selected 10 comparable library system in terms of population served, number of branches, budget and staffs. This provides a unique opportunity to compare our performance using commonly accepted measures in our business. For example, one of these measures shows that we are not even into mid-range in terms of per capita expense for materials acquisition.

### Patron Surveys

The Library is active in the RESULTS initiative. We routinely survey our customers in a variety of ways and use that information to improve services. We also have started using process improvement teams to improve the efficiency and effectiveness of how we work.

Together with the library's strategic plan the above methods are helping us deliver better services to residents of Multnomah County.

**Program Evaluation in the Community  
and Family Services Department  
Bob Donough**

The different Divisions which were brought together to form CFS approached contracting differently. To achieve a consistent approach based on program evaluation technology, contract functions were centralized in a Contracts and Evaluation Unit through a process of reassigning people and vacancies. When completed, this unit will have 14 program development specialists who will allocate their time as follows:

15% on procurement, RFPs, and contracting  
10% as liaisons to program planner's efforts  
75% on program evaluation.

Others of the 18 total staff include a program evaluation specialist, lead positions, and technical and clerical support.

Almost 85% of the services offered by CFS are through contractors. We have about 150 Class 2 contracts (>\$25,000). There are 175 Class 1 contracts (<\$25,000) and nearly 1400 contracted service elements. We have prioritized Class 2 contracts for evaluation this year along with a few Class 1 contracts. We will be designing both process and outcome evaluation plans for those contracts.

As to direct services provided by CFS, the Program Office for Developmental Disabilities provides a large percentage of its services directly. We will be evaluating case management services provided by that Program Office. Other direct services such as some involving children, adult mental health, and adult alcohol and drug are not targeted initially. There is some evaluation of the A&D Target Cities grant built in as a condition of funding.

Approach

- 1) The evaluation component is handled individually for each contract.
- 2) There will be common measures across program types.

- 3) There will be no system evaluation this year. We will concentrate on the program components.

Our goal is to increase the quality of services. We still need to monitor whether or not the contractors are providing what they said they would, but that is not our primary focus. The primary users of our evaluations are the Contractors themselves and the Program Offices. Other users include the Board of County Commissioners, citizens, and consumers.

### Issues

Training staff in how to conduct program evaluation is a major need. There are few qualified program evaluation people who can be hired at the program development specialist level. And many of the people who have been reassigned to these positions lack program evaluation experience. What we have made primary is that they have knowledge of the program area. The program evaluation part we can more easily teach.

Another priority for us to do an effective job is an integrated client, services and outcome information system. This is a high priority for implementation beginning 1996-97. During 1995-96 we will make do.

## **Program Evaluation in the Health Department**

### **Anne Bremer & Barbara Glick, Ph.D.**

#### Planning and Development Unit

The Multnomah County Health Department (MCHD) is primarily a direct service organization. We are supported for the most part by General Fund dollars, Medicaid, and federal grants. Evaluation of these services varies with the funding source. Historically, primary care, HIV, and homeless services supported by Public Health Service grants have required primarily process evaluation, that is, the number of clients served, and client demographics. This information is submitted in required fiscal and programmatic updates. During the past few years, the evaluation requirements for these grants have included outcome measures which we have developed for each program and are measuring on an annual basis.

Other federal funding sources such as those for HIV and syphilis prevention and outreach to high-risk individuals, HIV seropositive wellness, and postponing sexual involvement have required more sophisticated experimental designs. Because of the rigorous nature of these evaluation designs, we are now able to identify with considerable certainty the interventions that are most effective in changing high risk behavior.

#### Continuous Quality Improvement

The use of CQI tools for problem solving throughout the Health Department at individual work unit sites has the outcome of improving the quality of our services. Implementation of CQI is at different stages throughout the Department. The smaller work units of School Based Health Centers have been some of the most successful in implementing CQI.

#### Program Design and Evaluation Services

Program Design and Evaluation Services is a work unit which was developed in response to the new requirement by federal grant agencies that funding for services include scientific evaluation of outcomes. This unit, which is primarily located in the State Office Building in Portland, is jointly funded by MCHD and the Oregon Health Division (OHD). OHD provides

approximately 25% of the funding. This unit is comprised of 15 individuals, with varying professional backgrounds including both Masters and Ph.D. level researchers. The technical expertise of this group enables us to design and implement fairly sophisticated evaluations which go beyond the scope of process measures. We have received national recognition for a number of our evaluation projects, and this increases our ability to bring in service grants.

Three evaluation projects which serve as good examples of very different evaluation designs are described here. They include: 1) a needs assessment, which determines the actual level of need in a population of individuals with a particular risk factor or health problem; 2) a cross-sectional evaluation of an ongoing program to assess the extent to which the program is meeting its stated goals; and 3) an outcome evaluation of a newly developed program, including a quasi-experimental design.

#### 1) Statewide Prenatal Substance use and Health Service Needs Study

This statewide needs assessment was developed in response to the Oregon Benchmark goal of reducing the prevalence of prenatal substance use to 1% by the year 2000. The overall goal of this study was to increase our knowledge of the medical and social service needs of pregnant substance using women. The specific objectives of this study are to:

a) obtain an accurate population based estimate of prenatal substance use prevalence; b) identify specific maternal characteristics associated with substance use; c) compare the relative efficacy of meconium screening, birth certificates, and interviews in identifying substance use; and d) learn about the perceptions, attitudes, and knowledge of women regarding substance use and health care.

#### 2) School Based Health Center Program Evaluation

The primary goal of this cross-sectional evaluation was to assess the effectiveness of the School Based health Centers with respect to the two original stated objectives of the program. These objectives were to provide accessible general health care to adolescents (particularly to those most in need of services), and to contribute to a reduction in teen pregnancy through provision of reproductive health services. The secondary goal of this

evaluation was to identify areas of potential program development for the Centers. Three separate evaluative studies were designed to address the interests of the three groups of individuals that are affected by the Centers. These studies, which included a parent telephone survey, a student health survey, and a school personnel survey clearly demonstrate that the Centers are achieving the objectives set forth at implementation. Moreover, areas for program development have been identified which provide the basis for new grant funding.

### 3) Postponing Sexual Involvement (PSI): A Demonstration Project for Sixth Grade Students in Multnomah County

A demonstration project aimed at reducing the risk of adolescent pregnancy was conducted this year by MCHD in collaboration with Portland Public Schools. The goals of this demonstration project were to establish a new service program which addressed the Multnomah County urgent benchmark initiative of reducing teen pregnancy, to evaluate the effectiveness of the program, and to identify factors which influence program effectiveness. A quasi-experimental study design was employed. Six middle schools were selected on the basis of greatest socio-economic need. All sixth grade students in four of these schools received the PSI Young Teen Series Program. Sixth grade students in the remaining two schools served as comparison schools. A total of 1,158 students participated in the outcome evaluation. Four scaled outcome measures were developed from survey questions to represent the program objectives. The overall effects of the PSI program on these outcome measures were assessed. The effectiveness of the program was also assessed in relation to demographic and behavioral risk factors known to influence early sexual involvement, including gender, race/ethnicity, lack of parental involvement, poor academic performance, substance use, previous sexual experience, a history of physical abuse, and a history of sexual abuse. The PSI program was found to be overwhelmingly successful in moving students down on a scale of acceptance of sexual involvement. Students with risk factors showed parallel or proportionately greater improvements in outcome measures than students without risk factors. This study has enabled MCHD to adopt this program as the basic educational component of its teen pregnancy prevention effort. This program will now form the basis of Oregon's statewide teen pregnancy prevention effort, and MCHD will provide the technical expertise for training and evaluation.

**MULTNOMAH COUNTY  
PROGRAM EVALUATION WORKGROUP**

	<b>Phone</b>	<b>Mailing</b>
Team Sponsor: Bill Farver Team Leader: Jim Carlson	3958 4825	106/1515 106/1400
1. ASD - June Schumann	3768	161/3rd
2. DA - Tom Simpson	3863	101/600
3. Sheriff - Bill Wood	251-2548	313/232
4. Sheriff - Sharon Owen	251-2446	313/233
5. Health Department - Anne Bremer	248-3663 Ext. 6561	160/7
6. Health Department - Barbara Glick	731-4434	800 NE Oregon #21, PDX 97232
7. JJD - Jimmy Brown	248-3460 Ext. 3748	311
8. JJD - Thach Nguyen	306-5635	311
9. Library - Margaret Epting	5499	317
10. DCC - Tichenor McBride	3653	161/600
11. DES - Lance Duncan	3278	412/203
12. CFS - Bob Donough	4837	166/7th
13. Budget & Quality - Chris Tebben	6083	106/1400
14. Chair's Office - Meganne Steele	3961	106/1515

**Text of May 7 Presentation to B.C.C.  
Evaluation Capacity in Multnomah County Programs  
prepared by: Jim Carlson, Evaluation Specialist  
Budget & Quality Office**

**I. Where we are now?**

We are here today to report on progress made toward evaluating the efficiency and effectiveness of Multnomah County programs. I am Jim Carlson, Evaluation Specialist for Multnomah County. With me is Dr. Barbara Glick, Co-Director of the Program Design and Evaluation Services unit of the Multnomah County Health Department. A major purpose of my job is to help build the capacity to evaluate our programs. I was pleased while making the rounds learning about what is going on to discover that the Health Department already has that capacity, due in no small part to Dr. Glick's leadership. She will be presenting today on the evaluation unit she has been able to assemble and also to share some thoughts as to possible futures for program evaluation in the County. I will report on an overview of where we now stand in all Departments and briefly summarize my activities in the 15 months that I have been employed here.

Last June the Department Directors asked me to meet with them to report on my activities during my first few months of employment. At that time they recommended that a Program Evaluation workgroup be started to determine how we could work together to advance our evaluation capacity.

The first thing we did was to survey our evaluation capacity. The report of our findings is included in your packet of materials today. Basically, what we found is that there are very few evaluation staff and that most of our effort is directed toward evaluation of services

for which the County contracts; there is very little time left for evaluation of services which the county directly operates.

There are some islands of excellence, foremost of which is the unit which Dr. Glick has been able to create. Another has been created by the Community and Family Services Department. Bob Donough, who directs their Evaluation and Contracts Unit, will be reporting to you this afternoon as part of CFSD's budget presentation. Making use of the evaluation position the Board authorized last year, the Juvenile Justice Department has been able to create a Contracts and Program Evaluation Unit, one purpose of which is to build outcome measures into all JJD contracts. Aging Services Department has also excelled in building a customer focus into their contract monitoring and is beginning training in outcome measurement for their contractors.

Evaluations of County operated programs has been less widespread but there are some nice accomplishments. Dr. Glick was able to divert some of her staff from their normally assigned duties to evaluate both the School Based Health Centers and a demonstration project for Postponing Sexual Involvement. The Sheriff's office completed an evaluation of the Gresham temporary hold facility. The Department of Community Corrections contracted for an excellent evaluation of their Structured Sanctioning process. I have put time into: 1) measuring the benchmark on satisfaction of citizen volunteers; (2) initial evaluation of the mental health pre-trial release pilot project and; (3) have assisted the Juvenile Justice Department on a project to identify the predictors of juvenile recidivism. I should also mention the library system, which through membership in its national association is able to compare its performance with similar library systems throughout the country. In this regard—the use of benchmarking (comparing our performance against others) the

library is several years ahead of other County programs. And finally, using funds authorized by this Board, we have recently awarded a contract for evaluation of the new juvenile sex offender residential treatment program—ensuring that evaluation is built into that program from its beginning.

**So that summarizes where we are to date. At this time Dr. Glick will share with you more information about the evaluation capacity she has created in the Health Department. After that both Dr. Glick and I will share some thoughts about where we see evaluation going over the next few years.**

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*Dr. Glick's comments-*\_\_\_\_\_

## **II. Where We're Going**

At its second meeting the Program Evaluation Workgroup reviewed the inclusion of evaluation goals into the RESULTS Roadmap. This is important because making better use of evaluation is just one of many things we must do to improve the efficiency and effectiveness of County services. Other things include improving our ability to plan, better managing and involving our workforce, improving our information technology, and using quality tools to do what we do more efficiently. All these goals are now part of an integrated plan to do what we do better--the RESULTS Roadmap.

So what does the evaluation portion of the Roadmap look like? Note in your handout on page 4 the chart called RESULTS Goal #7--Make Decisions Based on Data. We are starting with the initiative that the Board started even before RESULTS—our program based budget and Key Results. This past year I have been to several departments and provided some basic training on

improving their measures. By this Fall we should be at the place where it would be productive for you to meet with Departments again and review their progress on collecting and using Key Results. Our goal is that by the 1996-97 fiscal year that all departments review Key Results and other key performance measures at least quarterly.

Using Key Results as a foundation we hope to gradually expand our evaluation capacity. The Program Evaluation Workgroup has reminded me that this is resource dependent. Our "State of the Art" report showed that our evaluation resources are limited and primarily focused on evaluation of contracts. There is limited ability to divert these resources to other evaluations. We will run into this limitation first as we plan for our initiatives around children and families and public safety. As Chair Stein noted in her budget address, we may be able to fill some gaps in our public safety evaluation capacity using funds from the public safety bonds. I would also urge you to consider, as you authorize new programs, that funds be set aside for evaluation of those programs. You have already followed this model with the juvenile sex offender residential treatment program.

Note on page 5 of your handout a more detailed listing of activities we will be carrying out to reach our evaluation goals. Starting this year the Program Evaluation Workgroup has decided to start a series of educational forums on program evaluation. We think we can work smarter by cross-training each other. We will continue to focus on Key Results and begin to identify factors which influence whether or not we reach those Key Results. This will form a foundation for future program evaluation. That is our 5-year Roadmap. I look forward to coming back to you again to report further progress.

**At this time Dr. Glick will share some thoughts as to the future of program evaluation in the County. It is appropriate that these comments come from someone who is already 3-5 years ahead of the rest of us.**

MEETING DATE: ~~APR 25 1996~~ MAY 07 1996

AGENDA #: ~~B-2~~ B-2

ESTIMATED START TIME: ~~11:00~~ 10:00am

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Briefing

BOARD BRIEFING: DATE REQUESTED: 4/25/96

REQUESTED BY: Chair Stein

AMOUNT OF TIME NEEDED: 30 Minutes

REGULAR MEETING: DATE REQUESTED:

AMOUNT OF TIME NEEDED:

DEPARTMENT: Nondepartmental DIVISION: Chair's Office

CONTACT: Jo Ann Bowman TELEPHONE #: 248-3963  
BLDG/ROOM #: 106/1515

PERSON(S) MAKING PRESENTATION: Members of the Rainbow Coalition, the Portland Organizing Project and a minimum wage worker

ACTION REQUESTED:

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

SUGGESTED AGENDA TITLE:

Briefing and request for policy direction regarding the minimum wage initiative.

SIGNATURES REQUIRED:

ELECTED OFFICIAL: Beverly Stein  
(OR)  
DEPARTMENT  
MANAGER: \_\_\_\_\_

BOARD OF  
COUNTY COMMISSIONERS  
96 APR 18 AM 10:41  
MULTNOMAH COUNTY  
OREGON

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

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



City Council

**ENDORSEMENT OF CAMPAIGN TO  
INCREASE THE MINIMUM WAGE**

City of Eugene  
777 Pearl Street, Room 105  
Eugene, Oregon 97401-2793  
(541) 687-5010  
(541) 687-5414 Fax  
(541) 687-5045 TDD

The undersigned members of the Eugene City Council endorse the campaign to support increasing Oregon's minimum wage. Raising the minimum wage would provide more working Oregonians the opportunity to raise their families in dignity.

Shawn Boles  
Pat Farr  
Kevin Hornbuckle  
Barbara Keller  
Tim Laus  
Nancy Nalhanson  
Laune Swanson Gribskov  
Jim Torrey

The minimum wage in Oregon has not been increased since 1991. As a result, the purchasing power--adjusted for inflation--has fallen by 70 cents per hour. Minimum wage workers and their families are living below the poverty level. Working people and families can no longer live on the existing minimum wage of \$4.75 per hour or \$800 per month.

We agree that raising Oregon's minimum wage compensates for increases in the cost of living. The U. S. economy was at its most robust in the 1960s, when the purchasing power of the minimum wage was at its highest. Therefore, the proposal to gradually increase the minimum wage to \$5.50 per hour for 1997, \$6.00 for 1998, and \$6.50 for 1999 makes good economic sense for Oregon.

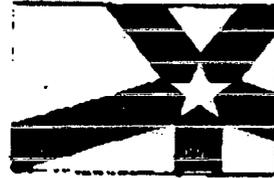
We agree with the State of Oregon's policy to establish minimum wage standards for workers consistent with their health, efficiency, and general well-being. Current standards no longer accomplish this worthwhile goal. As a result, many employers benefit by paying workers so little that those workers need public assistance just to survive. Oregon's minimum wage must be increased so that taxpayers are no longer forced to subsidize low-wage employers.

We urge voters to support this initiative to raise Oregon's minimum wage. Real work deserves real pay and working people should make enough for their families to live on. Increasing the minimum wage is a step toward that goal.

You may add us to your list of supporters.

Pat Farr  
Kevin Hornbuckle  
Barbara Keller

Shawn Boles  
Laune Swanson Gribskov  
Nancy Nalhanson



**CITY  
OF SALEM,  
OREGON**

City Hall / 555 Liberty St. S.E.  
Zip Code 97301-3603

CITY COUNCIL  
Telephone (503) 588-8255

For Council Meeting Of: March 25, 1996

Agenda Item No.: 10.2

**TO: Mayor and City Councilors**  
**FROM: Councilor Loren Collins**  
**SUBJECT: Oregon Minimum Wage**

Councilors, on Monday I will ask that we initiate the process for Council to endorse the initiative to increase the minimum wage in Oregon.

The proposed initiative -- The 1996 Oregon Minimum Wage and Economic Independence Act -- would gradually increase Oregon's minimum wage to \$5.50 in 1997, \$6.00 in 1998 and \$6.50 in 1999.

The present \$4.75 is not adequate. In fact, in 1995 dollars minimum wage workers today earn \$1.71 less than they did per hour in 1968. On the other hand, its interesting to note that the U.S. economy was at its most robust time in the late 1960's when the minimum wage carried a comparable level of purchasing power to this initiative.

68.8% of the workers who earn a minimum wage are adults. More than 36% of these workers are the sole earners in their families.

Councilors in Eugene endorsed the initiative a few weeks ago. I will ask that we do so as well.

lwc



-- AN EQUAL OPPORTUNITY EMPLOYER --

April 12, 1996

To the Editor:

The City of Salem has a policy restricting the City Council from taking an official position regarding Ballot Measures. A majority of the Council has voted to uphold that policy. However, that does not prevent individual Councilors from taking a stand on issues they feel are important to their constituents.

Consequently, We, the following members of the Salem City Council, personally and individually support efforts to increase the minimum wage in the state of Oregon.

Sincerely,

Loren Collins  
Ward 7

Jacqueline Zimmer  
Ward 5

Roger Gertenrich  
Mayor

Bill Burgess  
Ward 4

Ann Gavin-Sample  
Ward 1

Thomas DeSouza  
Ward 6

George Puentes  
Ward 3

## 1996 OREGON MINIMUM WAGE AND ECONOMIC INDEPENDENCE ACT

Preamble: WHEREAS, ORS. 653.015 states the policy of the State of Oregon is to establish minimum wage standards for workers at levels consistent with their health, efficiency and general well-being, and

WHEREAS, Oregon is no longer meeting these standards with the current minimum wage of \$4.75 an hour, and

WHEREAS, adjusted for inflation, the purchasing power of the minimum wage has fallen by 70 cents an hour since its last increase in 1991,

THEREFORE THE PEOPLE FIND, that to meet the policy objectives set forth in ORS 653.015, and to increase economic independence, to reduce the need for public benefits, to enable families to raise their children in dignity, to increase meaningful employment, to increase the purchasing power of low-income citizens, and thereby expand the tax base, Oregon law is revised to create a more livable minimum wage, as follows:

**SECTION 1.** ORS 653.025 is amended to read:

**653.025.** Except as provided by ORS 652.020 and the rules of the Commissioner of the Bureau of Labor issued under ORS 653.030 and 653.261, for each hour of work time that the employee is gainfully employed, no employer shall employ or agree to employ any employee at wages computed at a rate lower than:

*[(1) For the period of September 1, 1989 to December 31, 1989, \$3.85.*

*(2) For calendar year 1990, \$4.25*

*(3) For calendar years after December 31, 1990, \$4.75.]*

**(1) For calendar year 1997, \$5.50.**

**(2) For calendar year 1998, \$6.00.**

**(3) For calendar years after December 31, 1998, \$6.50.**

**If any part of this statute is held to be unconstitutional under the federal or state constitution, the remaining parts shall not be affected, and shall remain in full force and effect.**

[Matter in boldfaced type is new and *italic and bracketed* matter is existing law to be omitted.]

## MINIMUM WAGE FACT SHEET

- The current minimum wage is \$4.75/hour or \$9880 a year for a full-time workers, leaving them \$5,270 below the poverty level for a family of four.
- The value of Oregon's minimum Wage has fallen over 70 cents since the last increase in 1991.
- Over 300,000 Oregon workers earn less then \$7/hour—which is still \$1,160 below the poverty level for a family of four for a full-time worker.
- Child poverty is increasing: one in five Oregon children now lives below the poverty level.
- The average real hourly wage of male high school graduates has fallen 19% since 1979.

### RAISE THE MINIMUM WAGE!

The 1996 Oregon Minimum Wage and Economic Independence Act increases Oregon's minimum wage to \$5.50 in 1997, \$6.00 in 1998 and \$6.50 in 1999.

### Question & Answers

#### Will increasing the minimum wage cause inflation?

States that have recently raised the minimum wage have NOT seen a significant rise in inflation.

#### Won't increasing the minimum wage cause employers to cut positions?

States that have raised their minimum wage have not experienced significant job losses. When New Jersey raised its minimum wage in 1992, the number of restaurant jobs actually increased.

#### Won't this benefit only upper-class teenagers?

The reality is 68.6% of workers earning the minimum wage are adults. More than 36% of minimum wage workers are the sole earners in their families.

#### Who's behind this petition?

The Minimum Wage Coalition is made up of religious organization, community-based organizations, environmentalists, unions, as well as peace, civil rights, and social justice groups, and is backed by both workers and small business community leaders.

For more information contact The Minimum Wage Coalition at 737-0121 in Portland, 585-6320 in Salem, and 344-6095 in Eugene.



# MINIMUM WAGE COALITION

# '96

Communications Workers  
of America, Local 7901

Ecumenical Ministries  
Of Oregon

Eugene-Springfield  
Solidarity Network

Hotel Employees  
and Restaurant  
Employees Local 9

Jobs with Justice

Labor-Environmental  
Solidarity Network

Oregon AFL-CIO

Oregon Peace Works

Oregon Public  
Employees Union  
SEIU Local 503

Oregon State Industrial  
Union Council

Oregonians to Maintain  
Community Standards

Portland Association  
of Teachers, OEA

Portland Greens

Rainbow Coalition

Rural Organizing  
Project

Salem Friends Meeting

Service Employees  
International Union  
Local 49

United Food and  
Commercial Workers  
Local 555

**FOR IMMEDIATE RELEASE**  
**November 4, 1995**

**Contact: Amy Klare (503) 585-6320**

## Coalitions Advocate Minimum Wage Increase

**SALEM**—The Minimum Wage Coalition and Oregonians to Maintain Community Standards today filed with the Secretary of State a ballot measure initiative to increase Oregon's hourly minimum wage from its current \$4.75 to \$6.50 over a three-year period.

"We are circulating this initiative petition to restore the integrity of Oregon's minimum wage statute," said Ellen Lowe, a chief petitioner and associate director of Ecumenical Ministries of Oregon. "The law declares that the state establish minimum wage standards for workers at levels consistent with their health, efficiency and general well-being," said Lowe. "But this standard is not being met with the current level of \$4.75 an hour."

This alliance of grass-roots organizations and construction industry unions and employers is going to bat for the tens of thousands of low wage workers who toil for the minimum wage. The current hourly minimum of \$4.75 translates into an income of just over \$800 a month, or \$9,880 a year. The poverty level for a family of four is \$15,150. Because of this \$5,270 discrepancy, thousands of hard-working families are forced to supplement their wages with various forms of public assistance.

According to State Employment Department statistics, the purchasing power of the current minimum wage, when adjusted for inflation, has dropped by 70 cents an hour since its last increase in 1991.

"Those who oppose increases in the minimum wage ought to try living for a month on \$4.75 an hour to learn first-hand the problems of raising a family in abject poverty," said State Rep. Avel Gordiy, of Portland, who is a chief petitioner of the effort to raise the minimum wage. Gordiy introduced a bill to increase the minimum wage in 1995 Legislature, but it failed to get a committee hearing.

P.O. Box 14033 Portland, OR 97214    224-3169 Portland    585-6320 Salem

"This measure will not solve all of the problems that low wage workers face, but its passage will increase economic independence and help families to raise their children in dignity," said Gordly.

Due to the chaos in the timber industry, many workers who formerly held family-wage jobs, often find themselves forced to take minimum wage employment, said the third chief petitioner, Lonnie Burson, assistant business representative of Lumber & Sawmill Workers Local 2949. "These displaced workers and their families can't begin to exist on \$4.75 an hour," said Burson. "I'm committed to raising the minimum wage because its pro-work and pro-worker."

Wally Mehrens, of Oregonians to Maintain Community Standards, said his coalition of construction unions and employers has joined the effort boost the minimum wage as a sign of solidarity with low wage workers. "Many minimum wage breadwinners turned out in 1994 to help us defeat a repeal of our prevailing wage rate, and we want to do our best to return the favor," said Mehrens.

ak  
ibcw #48  
afl-cio

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***Some Cities Pressuring Employers  
To Raise Wages of Working Poor***

## **Endorsing Organizations**

- 1. Women's Interfaith League for Peace and Freedom**
- 2. African-American Legislative Issues Roundtable**
- 3. Coos County Coalition for Human Rights**
- 4. University of Oregon College Democrats**
- 5. Machinists Local 1005**
- 6. Amalgamated Transit Workers Local 757**
- 7. N.W. Coalition for Alternatives to Pesticides**
- 8. Steelworkers Local 7150**
- 9. Bricklayers & Allied Craftworkers Local 1**
- 10. National Association of Letter Carriers 1248**
- 11. Cement Masons Local 555**
- 12. Southwestern Oregon Central Labor Council**
- 13. N.W. Oregon Central Labor Council**
- 14. American Federation of State County and Municipal Employees 3581**
- 15. Columbia-Pacific Building Trades Council**
- 16. Marion-Polk-Yamhill Central Labor Council**
- 17. Linn-Benton-Lincoln Central Labor Council**
- 18. Democratic Party of Oregon**
- 19. Lane County Central Labor Council**
- 20. Oregon Education Association**
- 21. Homeless Action Coalition**
- 22. Lane County Fair Share**

- 23. Teamsters Local 57**
- 24. Oregon School Employees Association**
- 25. Clergy and Laity Concerned**
- 26. Youth for Justice**
- 27. Church Women United**
- 28. American Federation of State, County and Municipal Employees Local 3336**
- 29. International Woodworkers Association Lodge 246**
- 30. Committee in Solidarity with the Central American People**
- 31. Church Women United**
- 32. Service Employees Union Local 49**
- 33. Don't Waste Oregon Caucus**

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## Question & Answers

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For more information contact The Minimum Wage Coalition at 736-0121 in Portland, 585-6320 in Salem, and (541) 342-1055 in Eugene.



DRAFT

DRAFT

DRAFT

DRAFT

DRAFT

DRAFT

## **ENDORSEMENT OF CAMPAIGN TO RAISE THE MINIMUM WAGE**

The undersigned members of the Multnomah County Board of Commissioners endorse ballot measure #65 - **The Oregon Minimum Wage and Economic Independence Act**. This measure would increase Oregon's minimum wage from its current \$4.75 an hour to \$6.50 over the next three years, allowing more Oregonians the opportunity to raise their families in dignity.

The minimum wage in Oregon has not been increased since 1991. Since then, the purchasing power of the current minimum wage has fallen by over 70 cents per hour. During this same period, corporate profits have skyrocketed by over 300 %, and the average chief executive's pay soared by over 31% last year alone. The widening gap between the rich and struggling working families is creating a dangerous atmosphere of social and economic conflict.

Working people and families cannot live on \$4.75 an hour which translates into a full-time income of just over \$800 a month, or \$9,880 a year. The poverty level for a family of four is \$15,600. Because of this \$5,270 discrepancy, thousands of hard-working families are forced to supplement their meager wages with various forms of public assistance.

We agree with the State of Oregon's policy to establish minimum wage standards for workers consistent with their health, efficiency, and general well-being. The current minimum wage falls far short of this worthwhile goal stated in Oregon statute.

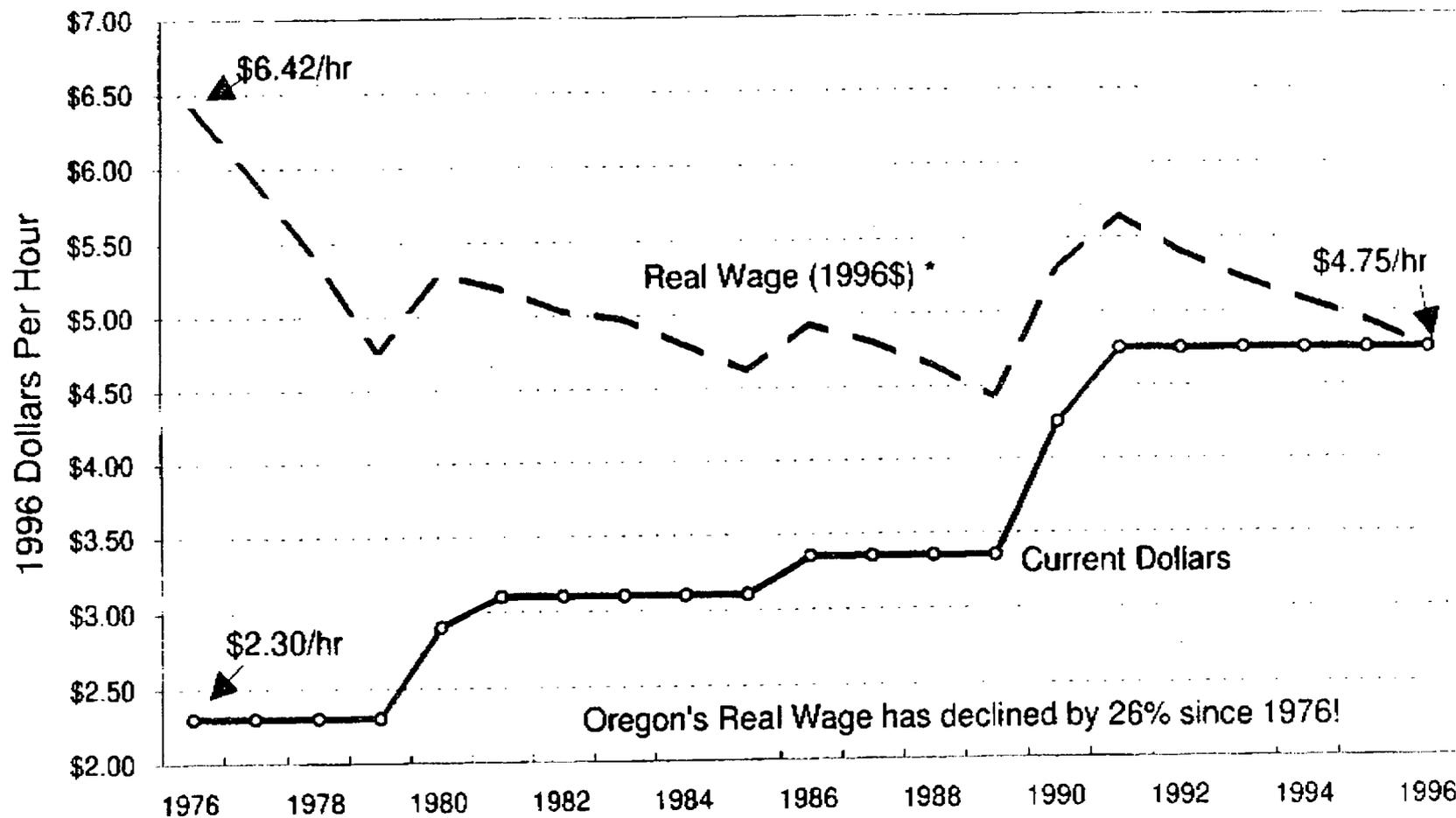
Multnomah County has a long history of support for its needy citizens, and we urge voters to support his initiative to raise Oregon's minimum wage. Real work deserves real pay and working people should make enough for their families to live on. Increasing the minimum wage is a critical step toward that goal.

You may add us to your list of supporters.

(Commissioners sign below)

# Oregon Minimum Wage, Nominal vs. Real

## on January 1, 1976-1996



employment department:jhannum  
 ph(503)378-2736; 3/20/96

\* Inflation-adjusted using Portland CPI-U  
 MINWAGEX.XLS

## INFLATION OUTPACES OREGON MINIMUM WAGE

Inflation Adjustment Factor (US CPI-U: 1996\$)	Inflation Adjustment Factor (Portland CPI-U: 1996\$)	Year	Portland CPI-U	Inflation Rate	Oregon Real Wage (1996\$) Adjusted by Portland CPI-U	Oregon Real Wage (1996\$) (Adjusted by U.S. CPI-U)
2.63805	2.78947	1976	57.0	6.5%	\$6.42	\$6.07
2.47943	2.58117		61.6	8.1%	\$5.94	\$5.70
2.32148	2.34513	1978	67.8	10.1%	\$5.39	\$5.34
2.11757	2.06494		77.0	13.6%	\$4.75	\$4.87
1.90401	1.82339	1980	87.2	13.2%	\$5.29	\$5.52
1.73918	1.67368		95.0	8.9%	\$5.19	\$5.39
1.63912	1.62245	1982	98.0	3.2%	\$5.03	\$5.08
1.57329	1.60444		99.1	1.1%	\$4.97	\$4.88
1.50818	1.54669	1984	102.8	3.7%	\$4.79	\$4.68
1.45632	1.49016		106.7	3.8%	\$4.62	\$4.51
1.42974	1.46950	1986	108.2	1.4%	\$4.92	\$4.79
1.37940	1.43372		110.9	2.5%	\$4.80	\$4.62
1.32460	1.38622	1988	114.7	3.4%	\$4.64	\$4.44
1.26371	1.32060		120.4	5.0%	\$4.42	\$4.23
1.19893	1.24804	1990	127.4	5.8%	\$5.30	\$5.10
1.15051	1.18745		133.9	5.1%	\$5.64	\$5.46
1.11689	1.13734	1992	139.8	4.4%	\$5.40	\$5.31
1.08443	1.09883		144.7	3.5%	\$5.22	\$5.15
1.05735	1.06783	1994	148.9	2.9%	\$5.07	\$5.02
1.02822	1.03786		153.2	2.9%	\$4.93	\$4.88
1.00000	1.00000	1996 /4	159.0 proj	3.8%	\$4.75 proj	\$4.75 proj

/4 U.S. 1996 inflation rate projected at 2.7% based on March 1996 Oregon Economic and Revenue Forecast.  
Portland area 1996 inflation rate projected at 3.8% based on March 1996 Oregon Economic and Revenue Forecast.

# STATE INITIATIVE PETITION

## INCREASES MINIMUM HOURLY WAGE TO \$6.50 OVER THREE YEARS

**RESULT OF "YES" VOTE:** "Yes" vote increases state's minimum wage to \$6.50 per hour over three year period.

**RESULT OF "NO" VOTE:** "No" vote leaves state's minimum wage at current level of \$4.75 per hour.

**SUMMARY:** This measure amends the state's hourly minimum wage. The current minimum wage is \$4.75 per hour and has been in effect since January 1, 1991. This measure would increase the minimum wage to \$5.50 per hour for calendar year 1997, to \$6.00 per hour for calendar year 1998, and to \$6.50 per hour for calendar year 1999 and the years following.

### 1996 OREGON MINIMUM WAGE AND ECONOMIC INDEPENDENCE ACT

Preamble: WHEREAS, ORS. 653.015 states the policy of the State of Oregon is to establish minimum wage standards for workers at levels consistent with their health, efficiency and general well-being, and

WHEREAS, Oregon is no longer meeting these standards with the current minimum wage of \$4.75 an hour, and

WHEREAS, adjusted for inflation, the purchasing power of the minimum wage has fallen by 70 cents an hour since its last increase in 1991,

THEREFORE THE PEOPLE FIND, that to meet the policy objectives set forth in ORS 653.015, and to increase economic independence, to reduce the need for public benefits, to enable families to raise their children in dignity, to increase meaningful employment, to increase the purchasing power of low-income citizens, and thereby expand the tax base, Oregon law is revised to create a more livable minimum wage, as follows:

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*[Matter in boldfaced type is new and italic and bracketed matter is existing law to be omitted.]*

### Chief Petitioners:

Ellen C. Lowe  
2211 S.W. Park Place #702  
Portland, OR 97205

Lonnie F. Burson  
626 Bremner Lane  
Winston, OR 97496

Avel L. Gordly  
1915 N.E. 16th #3  
Portland, OR 97212

### INSTRUCTIONS

#### FOR CIRCULATORS

Only registered voters of the state of Oregon may sign a petition.

All signers on any one signature sheet must be registered voters of the same county.

It is advisable to use a pen or indelible pencil for signing petitions.

Do not use ditto marks.

A petition circulator must be a registered voter of the state.

Only one circulator may collect signatures on any one sheet of a petition.

It is unlawful for a petition circulator to knowingly make any false statement to any person who signs it or requests information about it.

It is unlawful to circulate or file a petition knowing it to contain a false signature.

#### FOR SIGNERS

Only registered voters of the state of Oregon may sign a petition.

Sign your full name, as you did when you registered to vote, and fill in the date on which you signed the petition, your residence address and your precinct in the spaces provided.

A woman should sign her own name, not her husband's or her husband's initials (for example: not "Mrs. John A. Jones" or "Mrs. J. A. Jones").

Be sure to print your name clearly in the space provided.

It is unlawful to sign any person's name other than your own. Do not sign another person's name under any circumstances.

It is advisable to use a pen or indelible pencil for signing petitions.

Do not use ditto marks.

It is unlawful to sign a petition more than once.

It is unlawful for a person to knowingly sign a petition when the person is not qualified to sign it.

**Circulators For  
This Petition  
Are Being Paid**

PETITION FOR STATE  INITIATIVE  REFERENDUM MEASURE  
SIGNATURE SHEET

PETITION I.D. #65

THIS IS A STATE  
PETITION. SIGNERS OF  
THIS PAGE MUST BE  
REGISTERED VOTERS IN  
COUNTY ONLY.

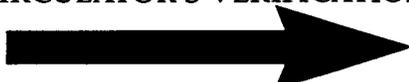
TO THE SECRETARY OF STATE OF OREGON:

We, the undersigned voters, request the attached measure be submitted to the people of Oregon for their approval or rejection at the election to be held on  
November 5, 19 96. We have not previously signed a petition sheet for this measure.

(INSERT CAPTION OF BALLOT TITLE OR SUBJECT IN TITLE OF ACT) INCREASES MINIMUM HOURLY WAGE TO \$6.50 OVER THREE YEARS

SIGNATURE	DATE SIGNED MO./DAY/YR.	PRINT NAME	RESIDENCE ADDRESS STREET AND NUMBER	CITY OR POST OFFICE	ZIP CODE	PRECINCT (IF KNOWN)
1.						
2.						
3.						
4.						
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**CIRCULATOR'S VERIFICATION**



**THIS VERIFICATION MUST BE  
SIGNED BY THE CIRCULATOR.**

SHEET NUMBER \_\_\_\_\_

STATE INITIATIVE ~~REFERENDUM~~ MEASURE PETITION

I, (print circulator's name) \_\_\_\_\_, hereby verify every person who signed this sheet did so in my presence and I believe each person is a qualified voter in the State of Oregon (ORS 250.045).

SIGNATURE OF CIRCULATOR \_\_\_\_\_

CIRCULATOR'S ADDRESS (street, city and zip code) \_\_\_\_\_



MEETING DATE: MAY 7 1996

AGENDA NO.: B-3

ESTIMATED START TIME: 10:30

(Above space for Board Clerk's Use ONLY)

**AGENDA PLACEMENT FORM**

SUBJECT: THE FUTURE OF CAREOREGON

BOARD BRIEFING Date Requested: May 7, 1996

Requested by: Billi Odegaard & Mary Lou Hennrich

Amount of Time Needed: 45 minutes (start at 10:30)

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

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

DEPARTMENT: HEALTH DIVISION: CAREOREGON

CONTACT: MARY LOU HENNRICH TELEPHONE #: 306-5889  
BLDG/ROOM #: 161/2nd Floor

PERSON(S) MAKING PRESENTATION: BILLI ODEGAARD AND MARY LOU HENNRICH

**ACTION REQUESTED:**

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

**SUGGESTED AGENDA TITLE:**

A briefing regarding the status of CareOregon, and restructuring options for the future.

**SIGNATURES REQUIRED:**

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

Or

DEPARTMENT MANAGER: Billi Odegaard

(ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES)

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

96 APR 26 PM 4:00  
MULTNOMAH COUNTY  
OREGON  
BOARD OF  
COUNTY COMMISSIONERS

**CAREOREGON:  
THE FUTURE  
May, 1996**

**BACKGROUND**

CareOregon was formed in 1993 as a collaboration of providers (Multnomah County Health Department, Oregon Health Sciences University, and non-profit Community and Migrant Health Center members of the Oregon Primary Care Association) who had traditionally rendered care to low income, Medicaid, and noninsured clients. These providers felt it was important to participate proactively as the state converted its Medicaid business to managed care. This was to have been the first step in a statewide plan to insure universal health coverage for all Oregonians. The Oregon Health Plan legislation provided for the development of collaborative partnerships such as CareOregon. It did not require "Fully Capitated Health Plans" (FCHP's such as CareOregon) to hold insurance licenses; instead they operate under the authority granted by their contract with OMAP. Thus, the FCHP is legally defined as the OMAP contract holder.

Although several organizational/administrative alternatives were discussed for the FCHP, CareOregon at the time of its development, the sponsors eventually agreed that Multnomah County would hold the OMAP contract, and therefore "own" and operate the plan through its Health Department. The Multnomah County Board of Commissioners delegated the day-to-day oversight of the plan to an Advisory Board consisting of representatives from Multnomah County Health Department, Oregon Health Sciences University, and the Oregon Primary Care Association (OPCA), which included Clackamas County Health Department. This has provided the sponsors with input on plan policy, as would occur in a non-profit organization. However, the legal authority and fiduciary responsibility clearly rest with Multnomah County.

The Advisory Board and management began a strategic planning effort in the fall of '95 to evaluate CareOregon's successes to date and create goals for the future. After significant input for technical experts and the sponsoring groups, the strategic goal which emerged is to attain a membership level of 50,000 within approximately two years. To do so will require CareOregon to enter new lines of business (such as commercial or Medicare), and/or to expand its Medicaid market share. CareOregon may be able to expand independently, but due to the maturity and competitiveness of the local managed care market, it is more likely that expansion will require affiliation, joint venture or merger with other health plans. The organization sponsors carefully reviewed and re-ratified CareOregon's vision, mission and values, reiterating their support for the organizations effective continuance as a vehicle to strengthen the safety net provider network and potentially serve as a vehicle for assuring access to health care for non-Medicaid eligible working poor.

To achieve its strategic goal and to provide meaningful policy input for its sponsors, it appears that CareOregon needs to consider a different form of organization.

**DISCUSSION**

CareOregon's present legal structure as a public entity, specifically as Multnomah County dba CareOregon, precludes it from obtaining a certificate of authority as a health care services contractor, which is required for all health insurers (except OHP-only plans) in Oregon. Therefore, without reorganizing, CareOregon could not independently develop new commercial or Medicare lines of business.

As a county, CareOregon is also subject to public contracting laws, it cannot own stock in a company, and it must conduct its business in a public manner. These requirements could place severe limitations on CareOregon's ability to affiliate with other organizations to achieve its strategic goal.

A further complexity of CareOregon being run by a public agency is the question of who really owns the reserves which have been created through retained earnings of the plan. This concern would negatively affect CareOregon's valuation in event of a proposed joint venture or merger, and could create concerns for a potential partner regarding unfunded liabilities.

## **PROPOSED ORGANIZATIONAL MODELS**

Several alternative organizational models were considered by the CareOregon Advisory Board which could resolve some of the obstacles to affiliation outlined above. They included: OHSU take assignment of the OMAP contract under its new status as a "Public Corporation," form a not for profit corporation with governance from the current "member" organizations, form a Limited Liability Company (LLC) similar in organization to a not for profit corporation.

In any of the above models, OMAP will have to approve the assignment of the existing CareOregon contract to a successor organization. In each case, OMAP would need to be assured of the financial viability of the new contractor, and its ability to carry out the terms of the agreement.

## **CONCLUSION**

CareOregon has, through Multnomah County Counsel's office, retained a private attorney, expert in not for profit corporation by-laws development and IRS 501(C)-3 application preparation to work with the CareOregon Advisory Board to draft By-Laws which safeguard the current CareOregon vision, mission and values and assure continued governance by the founding "safety net" provider partners.

The CareOregon Advisory Board is providing input into the by-laws development process and will review them during the next two months and make a final decision re: recommending this plan of action to the Board of County Commissioners in the near future.

Many technical details are currently being explored, e.g. transfer of personnel, PERS applicability, etc. with the oversight and assistance of Multnomah County Counsel. Specific information about these and many other issues will be presented to the BCC, soon.

Meeting Date: MAY 7 1996

Agenda No: B-4

(Above Space for Board Clerk's Use ONLY)

**AGENDA PLACEMENT FORM**

SUBJECT: Board Direction on LCDC Orders pertaining to the West Hills and Howard Canyon Reconciliation Reports.

BOARD BRIEFING Date Requested: ~~April 30, 1996~~ MAY 7, 1996

Amount of Time Needed: 15 minutes

REGULAR MEETING Date Requested:

Amount of Time Needed:

DEPARTMENT: DES DIVISION: Trans/Land Use

CONTACT: R. Scott Pemble TELEPHONE: 248-3182  
BLDG /ROOM:412/Plan

PERSON(S) MAKING PRESENTATION: R. Scott Pemble/Sandy Duffy

**ACTION REQUESTED**

Informational Only  Policy Direction  Approval   
Other

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

The Land Conservation and Development Commission has deliberated both the West Hills and Howard Canyon Reconciliation Reports. (See Attached orders, page 4 of 96-WKTASK-00589 and pages 3 and 4 of 96-WKTASK-00588). Both decisions require some changes to the BCC adopted Reports and deadlines have been established for each set of changes. The BCC has two choices: comply with the LCDC order or appeal one or both to the Court of Appeals. Staff is requesting BCC direction on how to proceed. At the briefing, Counsel will discuss appeal requirements and Planning staff will summarize requirements of the both LCDC orders.

**SIGNATURES REQUIRED:**

Elected Official: \_\_\_\_\_

OR

Department Manager: Kevin Nicholas

BOARD OF  
COUNTY COMMISSIONERS  
MULTNOMAH COUNTY  
OREGON  
APR 23 AM 8:48

April 8, 1996

RECEIVED

APR 10 1996

Oregon

Multnomah County  
Zoning Division

DEPARTMENT OF  
LAND  
CONSERVATION  
AND  
DEVELOPMENT

The Honorable Beverly Stein  
Multnomah County Chair  
P.O. Box 14700  
Portland, Oregon 97204

Dear Chair Stein:

On March 7, 1996 the Land Conservation and Development Commission (LCDC) considered Multnomah County's periodic review submittals for the West Hills area and the Howard Canyon area. Following testimony from the parties, LCDC adopted an order for each area. A copy of each order is enclosed.

For the West Hills, LCDC's order does several things. First, it approves most of the Goal 5 programs for scenic, stream, wildlife and aggregate resources. Second, it directs Multnomah County to revise its program to eliminate two properties from designation as significant wildlife habitat. Third, it directs the county to make the changes by May 31, 1996.

For the Howard Canyon area, LCDC's order does similar things. It approves most of the Goal 5 decisions and programs for the stream and aggregate resources. It also directs the county to change its finding of significance about the aggregate resource site, and change some requirements on future applicants for a mining permit. Finally, the order directs the county to make the changes by June 30, 1996.

In both cases, once Multnomah County adopts the changes, the plan and code amendments are final and require no further review by the department or LCDC.

I am pleased this LCDC action brings Multnomah County's periodic review to a close. The department is available to help the county through final adoption of the orders. Please call Steve Oulman at 503.378.5144 if you have questions.

Sincerely,



Richard P. Benner  
Director

enclosures

- c: R. Scott Pemble
- David Hunnicutt
- Paul Hribernick
- F. Scott Farleigh
- DLCD (SO, periodic review file)

John A. Kitzhaber  
Governor



1175 Court Street NE  
Salem, OR 97310-0590  
(503) 373-0050  
FAX (503) 362-6705



- 2 5. Multnomah County and objector Smith filed exceptions to the Director's report.
- 4 6. At its March 7, 1996 meeting, the Commission took testimony from Mr. Smith's  
6 representative. He asserted Multnomah County had not properly identified the entire  
8 aggregate resource site as required by OAR 660-16-000, required future noise studies  
10 for aggregate mining without sufficient basis in its Goal 5 analysis, and imposed  
12 requirements for future transportation studies that are not clear and objective standards  
14 as required by Goal 5 administrative rule OAR 660-16-010(3).
- 16 7. After considering testimony of Mr. Smith and testimony of Multnomah County, the  
18 Commission finds the Director's February 15 report correctly analyzes Multnomah  
20 County's submittal concerning identification of the significant aggregate resource and  
22 the county's requirement for future noise studies. The Commission agrees with the  
24 Director and objector Smith that these parts of the county's Goal 5 element for this  
26 aggregate resource site do not comply with Goal 5. The Commission does not agree  
28 with objector Smith that Multnomah County's requirements for future transportation  
30 studies violate Goal 5 administrative rule OAR 660-16-010(3).
- 32 8. The effects of aggregate trucks using public roads are not conflicts subject to the  
34 planning requirements of OAR Chapter 660, Division 16. Traffic or the condition of  
36 existing roads are not conflicts with the protection of a Goal 5 aggregate resource site;  
38 they are effects of a land use--mining. An existing road system and its limited  
40 capacity are not conflicting uses with a significant aggregate site and do not adversely  
42 affect a Goal 5 resource site in the sense they do not preclude or limit protection of a  
site. Additionally, OAR Chapter 660, Division 16 requires local governments to  
identify an impact area around a resource and analyze conflicting uses in that impact  
area. Defining an impact area based on transportation considerations is extremely  
difficult since the effects of truck traffic from an aggregate site are quickly diluted  
amid other traffic. The Commission finds that traffic effects or the condition of roads  
are not conflicting uses for the purposes of OAR 660-16-005.
9. OAR 660-016-005(2) requires a local government to address the applicability and  
requirements of other Statewide Planning Goals in its analysis of the economic, social,  
environmental and energy consequences of conflicting uses. Multnomah County  
correctly determined its Goal 5 analysis and decisions for the Howard Canyon  
aggregate resource site trigger consideration of the applicability and requirements of  
Goal 12, Transportation. Multnomah County also correctly found its decision to  
protect the Howard Canyon site will affect the local road system once an individual  
obtains necessary land use permits to mine the protected aggregate resource site. The  
county's Goal 5 program is a comprehensive plan amendment; therefore, it must  
comply with the requirements of Transportation Planning Rule OAR 660-12-060.

- 2 10. Pursuant to OAR 660-12-060(1), Multnomah County may limit a land use (mining)  
4 to ensure the use is consistent with the planned function, capacity and level of  
6 service of local roads. To ensure aggregate mining is consistent with the function,  
8 capacity and level of service of roads in and around Howard Canyon, Multnomah  
10 County requires additional studies to learn the amount of aggregate truck traffic and  
12 possible effects of this traffic. The studies are unrelated to conflicting uses to an  
14 aggregate resource site. Therefore, they are not subject to the requirement of  
16 OAR 660-16-010(3) for clear and objective approval standards.
- 18 11. Notwithstanding a finding that transportation studies are not subject to the clear and  
20 objective requirement of OAR 660-16-010(3), the county identifies standards and  
22 criteria applicable to maintaining and improving the local street system. These  
24 include road and bridge design, pavement performance, and traffic control  
26 requirements. The Commission finds these standards relate to the county's analysis  
28 and decisions presented in its reconciliation report for the Howard Canyon area.  
30 The Commission further finds that the county's analysis does not support its  
32 requirement that an applicant for a surface mining permit provide undefined  
34 additional information such as is "determined and directed by the Transportation  
36 Division."

### 22 Ultimate Findings of Fact and Conclusions of Law

- 24 1. ORS 197.628 through 197.644 give the Commission authority to establish rules  
26 governing its review of local government periodic review task submittals. Pursuant  
28 to that authority, the Commission adopted OAR 660-25-160(6)(c). This rule allows  
30 the Commission to direct Multnomah County to make specific plan or land use  
32 regulation revisions so its plan complies with the Statewide Planning Goals. When  
34 such changes are adopted by Multnomah County, they are final, and no further  
36 review by the Director or the Commission is required.
- 38 2. The Commission finds Multnomah County improperly determined that portions of  
40 the Howard Canyon aggregate site were not significant. The commission also finds  
the county provided insufficient basis in its analysis to justify additional noise studies  
as part of a permit request for mining the significant aggregate site.
3. The Commission finds all other aspects of the county's Goal 5 planning program for  
streams and aggregate resources in the Howard Canyon area comply with Goal 5.

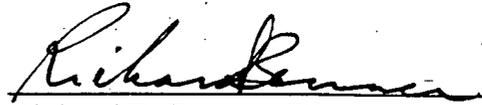
- 2 4. The Commission rejects the argument of objector Smith that traffic effects or the  
4 condition of existing roads are conflicting uses to protection of the Howard Canyon  
6 Goal 5 aggregate resource. The Commission finds that Multnomah County's  
8 requirement for additional traffic study and discretionary approval standards are  
10 pursuant to its transportation planning rule and not Goal 5, and so are not inconsistent  
12 with requirements of OAR 660-16-010 for clear and objective approval standards for  
14 conflicting uses. However, the Commission finds the county's requirements for  
16 additional transportation studies are not supported by the analysis in this periodic  
18 review submittal.

20 **THEREFORE, IT IS ORDERED THAT:**

- 22 1. Multnomah County's periodic review submittal for Goal 5 planning in the Howard  
24 Canyon area complies with Goal 5 except as the Commission orders changes to the  
26 submittal explained below.
- 28 2. Consistent with OAR 660-25-160(6)(c), the Commission directs Multnomah County  
30 to:
- 32 a. Revise the findings and determination of significance for the Howard Canyon  
34 aggregate resource site to show a significant aggregate resource as determined by  
the county in Ordinance 798, adopted by the Board of County Commissioners  
September 22, 1994.
  - 36 b. Revise the findings and Goal 5 program for the Howard Canyon aggregate site to  
38 eliminate the requirement for additional noise studies as part of any future  
application for a permit to mine the aggregate site. The requirement is found in  
subparagraph d.(vi) on page IV-21 of the Howard Canyon Reconciliation Report  
revised September 1995.
  - 40 c. Delete requirements for traffic studies, engineering reports, economic studies that  
42 specify an applicant must furnish additional information as determined by the  
county transportation division. The requirements are found in subparagraphs  
II.A.6., II.B.4., II.C.5., II.D.5., and II.E.4. on pages IV-25 and IV-26 of the  
Howard Canyon Reconciliation Report revised September 1995.
- 36 3. Multnomah County shall amend its comprehensive plan and land use regulations as  
38 required in #2 by June 30, 1996. Upon making the required changes, the county will  
40 have completed periodic review for the Howard Canyon area and no further review  
42 of the county's work task by the Director or the Commission is required.

2 DATED THIS 8<sup>th</sup> DAY OF APRIL 1996.

4  
6 FOR THE COMMISSION:

8 

10 Richard P. Benner, Director  
12 Department of Land Conservation  
and Development

14  
16 You are entitled to judicial review of this order. Judicial review may be obtained by filing a petition for review within 60 days  
18 from the date of service of this order. Judicial review is pursuant to ORS 183.482 and ORS 197.650.  
The record supporting this order is available for review at the department's office in Salem.



copies of the department's report and the Director's order to the county, persons who filed valid objections, and others who requested the report and order. The Commission incorporates the department's report and Director's order into this order by reference as Exhibit 1.

5. Three parties (Dan McKenzie, Joseph and Camille Kabdebo, and Charles and Marie Balogh) appealed the Director's decision to the Commission. On February 15, 1996, the Director issued a report recommending the Commission modify part of the Director's January 22, 1996 decision, affirm the balance of it, and approve Multnomah County's periodic review submittal. The department provided copies of the Director's report to the county, persons who appealed the Director's decision, and others who requested the report. The Commission incorporates the report into this order by reference as Exhibit 2.
6. Appellant McKenzie filed an exception to the Director's report. He complained that the department staff improperly rejected his main appeal issue as not valid. The department advised the Commission that it did not consider Mr. McKenzie's appeal of county decisions on wildlife habitat to be valid because he had not raised specific concerns about that aspect of the county's decision as required by OAR 660-25-100(2) and 660-25-140(2). As discussed on page three of the Director's February 15 report (Exhibit 2), the department found Mr. McKenzie's objections focused on the county's program for Goal 5 stream resources, and he did not raise specific concerns about wildlife habitat before the county or in his objection to the county's submittal filed with the department.
7. At its March 7, 1996 meeting, the Commission took testimony from appellant McKenzie's representative. The Commission first ruled that Mr. McKenzie sufficiently raised issues in his objections and appeal concerning the county's decisions on wildlife habitat in the West Hills area. The Commission then heard testimony from Mr. McKenzie's representative that Multnomah County had not adequately identified the wildlife resource site as required by OAR 660-16-000 and had not conducted a site specific analysis of economic, social, environmental and energy consequences as interpreted by the Supreme Court in *Columbia Steel Castings Co. v. City of Portland*, 314 Or 424 (1992).
8. Multnomah County testified that, as directed by OAR 660-16-000, it considered the best available information about wildlife habitat throughout the West Hills area and concluded that wildlife habitat is not a site-specific resource. It testified that the distinctions it made between primary, secondary and impacted wildlife habitat were made for purposes of analysis, and not to distinguish areas as separate resource sites. Finally, it testified that its program to achieve the goal for wildlife in the West Hills only imposed siting restrictions on conflicting uses and did not prohibit uses like houses.

- 2 9. After considering testimony of the appellant and testimony of Multnomah County, the  
4 Commission finds the Director's decision adequately addresses issues raised by  
6 appellant McKenzie. The Commission finds Multnomah County's identification of  
8 the location, quality and quantity of the wildlife resource in the West Hills is adequate  
10 and complies with Goal 5. The Commission further finds that given Multnomah  
12 County's identification of a wildlife resource that is not site specific, its analysis of  
14 ESEE consequences of conflicting uses is adequate as the Commission interprets its  
16 rule (OAR 660-16-005) and the Supreme Court's decision in *Columbia Steel Castings*.
- 18 10. The Commission agreed with appellants Kabdebo and Balogh that the county had  
20 insufficient information to designate their property in the Bonny Slope area of the  
22 West Hills as significant wildlife habitat and zone their property to protect wildlife  
24 habitat. The Commission also finds the Director's recommendation to modify the  
26 January 22, 1996 approval by directing Multnomah County to remove wildlife  
28 habitat designation from the two properties correctly resolves issues raised by  
30 appellants Kabdebo and Balogh.

### 20 Ultimate Findings of Fact and Conclusions of Law

- 22 1. ORS 197.628 through 197.644 give the Commission authority to establish rules  
24 governing its review of local government periodic review task submittals. Pursuant  
26 to that authority, the Commission adopted OAR 660-25-160(6)(c). This rule allows  
28 the Commission to direct Multnomah County to make specific plan or land use  
30 regulation revisions to make its plan comply with the Statewide Planning Goals.  
32 When such changes are adopted by Multnomah County, they are final, and no further  
34 review by the Director or the Commission is required.
- 36 2. Three parties objected to Multnomah County's periodic review submittal for the  
38 West Hills area and appealed to the Commission the Director's decision approving  
40 the submittal.
- 42 3. Appellants Kabdebos' and Baloghs' objections are best resolved by directing  
Multnomah County to remove the two properties from designation as significant  
wildlife habitat and remove overlay zoning from the properties. Once the county  
makes these changes to its comprehensive plan and land use regulations, the actions  
are final.
4. The Commission agrees with the Director's findings that Multnomah County's  
Goal 5 analysis for the West Hills area used the best available information and is  
adequate given the information available to the county. The Commission also finds  
the county's program to achieve Goal 5 for the West Hills area does not prohibit

conflicting uses, rather it limits the siting of conflicting uses and structures to minimize adverse effects on significant stream and wildlife resources.

**THEREFORE, IT IS ORDERED THAT:**

1. Multnomah County's periodic review submittal for Goal 5 planning in the West Hills area complies with Goal 5, except as the Commission orders changes to the submittal explained below.
2. Pursuant to ORS 197.644 and OAR 660-25-160(6)(c), the Commission directs Multnomah County to remove the significant wildlife habitat designation and Significant Environmental Concern zoning overlay from the Kabdebo and Balogh properties in the Bonny Slope area. Upon doing so, the county will have completed periodic review for the West Hills area and no further review of the county's work task by the Director or the Commission is required.
3. Multnomah County shall amend its comprehensive plan and land use regulations as required in #2 by May 31, 1996.

DATED THIS 8<sup>th</sup> DAY OF APRIL 1996.

FOR THE COMMISSION:

  
 Richard P. Benner, Director  
 Department of Land Conservation  
 and Development

You are entitled to judicial review of this order. Judicial review may be obtained by filing a petition for review within 60 days from the date of service of this order. Judicial review is pursuant to ORS 183.482 and ORS 197.650. The record supporting this order is available for review at the department's office in Salem.