

# ANNOTATED MINUTES

Tuesday, June 4, 1996 - 9:30 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

## BOARD BRIEFINGS

*Chair Beverly Stein convened the meeting at 9:38 a.m., with Vice-Chair Dan Saltzman, Commissioners Sharron Kelley, Gary Hansen and Tanya Collier present.*

- B-1 Results of the School Foundation Fundraising; Remaining Need (1996-97 and 1997-98); Report on Distribution Formula for County Contribution; Possible Legislative Short Term and Long Term Action. Presented by Sho Dozono, Ron Saxton, Jack Bierwirth, Jacki Cottingim, Keith Robinson, Sharron Kelley and Bill Wyatt.

**RON SAXTON, SHO DOZONO, KEITH ROBINSON,  
JACKI COTTINGIM, BILL WYATT, SHARRON  
KELLEY AND JACK BIERWIRTH PRESENTATIONS  
AND RESPONSE TO BOARD QUESTIONS AND  
DISCUSSION ON RESULTS OF SCHOOL  
FOUNDATION FUNDRAISING, POSSIBLE  
LEGISLATIVE SHORT AND LONG TERM ACTION,  
DISTRIBUTION FORMULA FOR COUNTY  
CONTRIBUTION, AND REMAINING SCHOOL  
FUNDING NEEDS.**

*The briefing was recessed and Commissioner Collier was excused at 10:45 a.m., and Chair Stein reconvened the briefing at 10:53 a.m., with Vice-Chair Dan Saltzman, Commissioners Sharron Kelley and Gary Hansen present.*

- B-2 Community Action Program Office Update on Poverty in Multnomah County: a Descriptive Report. Presented by Rey España, Stephanie Limoncelli and Jon Puro.

**LOLENZO POE, REY ESPAÑA, STEPHANIE  
LIMONCELLI AND JON PURO PRESENTATION  
AND RESPONSE TO BOARD QUESTIONS,  
DISCUSSION, AND COMMENTS IN SUPPORT.**

*There being no further business, the briefing was adjourned at 11:30 a.m.*

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Tuesday, June 4, 1996 - 1:30 PM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

## **BUDGET HEARING**

*Chair Beverly Stein convened the hearing at 1:36 p.m., with Vice-Chair Dan Saltzman, Commissioners Sharron Kelley and Tanya Collier present, and Commissioner Gary Hansen arriving at 2:05 p.m.*

PH-1 Department of Support Services Budget Overview, Highlights and Action Plans. DSS Citizen Budget Advisory Committee Presentation. Opportunity for Public Testimony on the Proposed 1996-97 Multnomah County Budget. Issues and Opportunities. Board Questions and Answers.

**BILL FARVER, DSS, JIM ROBISON, DAVE BOYER, JERRY WALKER, LARRY NICHOLAS, KERI HARDWICK, JIM MUNZ AND BARRY CROOK PRESENTATIONS AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION REGARDING DEPARTMENT OVERVIEW, CBAC RECOMMENDATIONS, STATUS OF DISPARITY STUDY, MINORITY-OWNED AND WOMEN-OWNED BUSINESS ENTERPRISE OUTREACH AND EMPLOYMENT ACTIVITIES, AND STRATEGIC PLANNING FOR INFORMATION TECHNOLOGY IMPLEMENTATION. NO ONE WISHED TO TESTIFY.**

*There being no further business, the hearing was adjourned at 2:56 p.m.*

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Wednesday, June 5, 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 Vice-Chair Dan Saltzman, Commissioners Sharron Kelley, Gary Hansen and Tanya Collier present.*

PH-2 District Attorney's Office Budget Overview, Highlights and Action Plans. DA Citizen Budget Advisory Committee Presentation. Opportunity for Public Testimony on the Proposed 1996-97 Multnomah County Budget. Issues and Opportunities. Board Questions and Answers.

**MICHAEL SCHRUNK, WITH TOM SIMPSON AND KELLY BACON, PRESENTATIONS AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION REGARDING BUDGET OVERVIEW, FINVEST GRANT, AMERICORPS GRANT, GANG OCN GRANT, MEASURE 11 IMPLEMENTATION, SB 1145 PLANNING, DRUG COURTS, STOP DIVERSION, TERMINATE PARENTAL RIGHTS CASE BACKLOG, SUPPORT ENFORCEMENT DIVISION, PROPERTY CRIMES, MENTAL COMMITMENTS AND COMMUNITY COURT PILOT PROJECT, DOMESTIC VIOLENCE ISSUES. DICK WEGNER PRESENTED CBAC RECOMMENDATIONS. COMMISSIONER SALTZMAN PROPOSED AMENDMENT ADDING \$155,000 FOR DOMESTIC VIOLENCE TEAM.**

*The hearing was recessed at 10:44 a.m. and reconvened at 10:47 a.m.*

**PER CHAIR STEIN'S JUNE 4, 1996 MEMO, BILL FARVER DISCUSSED COUNTY FUNDING SOURCES TO PAY FOR \$10 MILLION TO SCHOOLS PROPOSAL AND RECEIVED BOARD CONSENSUS TO PROCEED. FOLLOWING DISCUSSION WITH BILL FARVER AND DAVE WARREN, BOARD CONSENSUS ON CERTAIN BUDGET AMENDMENTS, BUDGET NOTES, ADD PACKAGES AND DELAYED START-UPS. CHAIR STEIN ADVISED AN ALL DAY WORK SESSION TO DISCUSS BENCHMARKS IS SCHEDULED FOR TUESDAY, SEPTEMBER 17, 1996.**

*There being no further business, the hearing was adjourned at 12:00 p.m.*

Wednesday, June 5, 1996 - 1:30 PM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

## **BUDGET HEARING**

*Chair Beverly Stein convened the hearing at 1:37 p.m., with Commissioners Gary Hansen and Tanya Collier present, Vice-Chair Dan Saltzman arriving at 1:43 p.m., and Commissioner Sharron Kelley arriving at 3:25 p.m. due to another engagement.*

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

**JERRY PENK PRESENTED CBAC RECOMMENDATIONS. AUDITOR GARY BLACKMER INTRODUCED MARY ANN WERSCH, WILLIAM BEAVERS AND ERIC WILSON OF THE MULTNOMAH COUNTY SALARY COMMISSION AND MARY ANN WERSCH PRESENTED THE 1996 MULTNOMAH COUNTY SALARY COMMISSION REPORT AND RESPONDED TO BOARD QUESTIONS. JOY AL SOFI TESTIMONY IN SUPPORT OF FUNDING FOR CITIZEN INVOLVEMENT COMMITTEE STAFF. BILL BULICK DISCUSSED REGIONAL ARTS AND CULTURE COUNCIL BUDGET. KAY DURTSCHI AND KATHLEEN TODD DISCUSSED CITIZEN INVOLVEMENT COMMITTEE BUDGET AND ADD PACKAGE. CHING HAY RESPONSE TO QUESTION OF COMMISSIONER COLLIER. COMMISSIONER COLLIER PROPOSED A BUDGET AMENDMENT ADDING \$3,400 TO CIC BUDGET. GARY BLACKMER DISCUSSED AUDITOR'S OFFICE BUDGET AND RESPONDED TO BOARD QUESTIONS. COMMISSIONER COLLIER PROPOSED A BUDGET AMENDMENT IMPLEMENTING THE SALARY COMMISSION RECOMMENDATIONS. HELEN CHEEK DISCUSSED METROPOLITAN HUMAN RIGHTS**

**COMMISSION BUDGET. PAUL SUNDERLAND DISCUSSED OREGON STATE UNIVERSITY EXTENSION OFFICE BUDGET AND RESPONDED TO BOARD QUESTIONS AND COMMENTS IN SUPPORT. DUNCAN WYSE AND CAROL WIRE DISCUSSED MULTNOMAH COMMISSION ON CHILDREN AND FAMILIES BUDGET AND RESPONDED TO BOARD QUESTIONS. JOHN RAKOWITZ DISCUSSED STRATEGIC INVESTMENT PROGRAM BUDGET AND RESPONDED TO BOARD COMMENTS IN SUPPORT.**

*The hearing was adjourned and the work session was convened at 3:15 p.m.*

**LOLENZO POE AND HOWARD KLINK EXPLANATION AND RESPONSE TO BOARD QUESTIONS CONCERNING SMALL GRANT PROGRAM.**

*Commissioner Kelley arrived at 3:25 p.m.*

**REY ESPAÑA AND LOLENZO POE EXPLANATION AND RESPONSE TO BOARD QUESTIONS CONCERNING INNOVATIVE SCHOOL PROJECT. CHIQUITA ROLLINS EXPLANATION AND RESPONSE TO BOARD QUESTIONS CONCERNING DOMESTIC VIOLENCE PROPOSALS. FOLLOWING DISCUSSION WITH BILL FARVER, BOARD CONSENSUS ON CERTAIN BUDGET AMENDMENTS AND CONTINGENCY HOLDS. FOLLOWING DISCUSSION, BOARD CONSENSUS THAT THE RESOLUTION ADOPTING SALARY COMMISSION RECOMMENDATIONS CONTAIN A TWO YEAR PHASE IN FOR COMMISSION SALARY INCREASES, TO BE CONSIDERED ON THURSDAY, JUNE 13, 1996.**

*There being no further business, the meeting was adjourned at 4:35 p.m.*

Thursday, June 6, 1996 - 9:30 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

## **REGULAR MEETING**

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

### **CONSENT CALENDAR**

***AT THE REQUEST OF CHAIR STEIN AND UPON  
MOTION OF COMMISSIONER KELLEY, SECONDED  
BY COMMISSIONER HANSEN, CONSENT  
CALENDAR ITEMS C-1 THROUGH C-5 AND C-7  
THROUGH C-18 WERE UNANIMOUSLY APPROVED.***

### **NON-DEPARTMENTAL**

- C-1 Appointment of Marc Gonzales and Re-Appointments of Judy Homer and George Scherzer to the INVESTMENT ADVISORY BOARD
- C-2 Appointments of Gary McGee, Cecily Quintana and Eric Fishman, and Re-Appointments of Laura Ross Paul and Mary Brown Ruble to the REGIONAL ARTS AND CULTURE COUNCIL

### **SHERIFF'S OFFICE**

- C-3 Intergovernmental Agreement 800237 with Mt. Hood Community College, to Provide ABE/GED Instruction for Inmates within the Multnomah County Correctional Facility and the Multnomah County Inverness Jail

### **DEPARTMENT OF AGING SERVICES**

- C-4 Intergovernmental Agreement 400236 with the City of Portland, Bureau of Neighborhood Associations, to Provide Funds for Portland/Multnomah Commission on Aging for General Advocacy and Review-and-Comment on Aging Services Department Programs and Contracts; and One-Time-Only Funds to Transition Administrative Functions to Non-Profit Status
- C-5 Budget Modification ASD 9603 Adding \$264,035 in On-Going Federal Title XIX (Medicaid) Funds from the Revised Allocation from the State of Oregon

## **DEPARTMENT OF COMMUNITY AND FAMILY SERVICES**

- C-7 Intergovernmental Agreement 101477 with City of Portland, for Parks and Recreation Employment and Alternative Services for Persons with Developmental Disabilities and a Summer Youth Conservation Job Program for At Risk Youth

## **DEPARTMENT OF COMMUNITY CORRECTIONS**

- C-8 Amendment 1 to Intergovernmental Agreement 900106 with Clackamas County, Providing Reimbursement for Use of the Telecommunication System from July 1, 1995 through June 30, 1996
- C-9 Intergovernmental Agreement 900106 with Clackamas County, for Use of the Milwaukie Work Release Facility for the Period July 1, 1996 through June 30, 1997

## **DEPARTMENT OF ENVIRONMENTAL SERVICES**

- C-10 ORDER Designating the Daily Journal of Commerce as the Newspaper for Publication of the Multnomah County 1996 Notice of Foreclosure of Tax Liens

### ***ORDER 96-98.***

- C-11 ORDER Authorizing Execution of Deed D961329 Upon Complete Performance of a Contract to Michael Davis

### ***ORDER 96-99.***

- C-12 ORDER Authorizing Execution of Deed D961330 Upon Complete Performance of a Contract to Jeffrey Fish

### ***ORDER 96-100.***

- C-13 ORDER Authorizing Execution of Deed D961331 Upon Complete Performance of a Contract to Jeffrey Paul Fish

### ***ORDER 96-101.***

- C-14 ORDER Authorizing Execution of Deed D961332 Upon Complete Performance of a Purchase and Sale Agreement to John E. McKibben

***ORDER 96-102.***

- C-15 ORDER Authorizing Execution of Deed D961334 for Repurchase of Tax Acquired Property to Former Owner Life Line Baptist Church

***ORDER 96-103.***

- C-16 ORDER Authorizing Execution of Deed D961335 Upon Complete Performance of a Contract to Clyde D. and Carol M. Tomasini

***ORDER 96-104.***

- C-17 NSA 7-95 Report Hearings Officer Decision APPROVING, With Conditions, Request for Conditional Use within the Columbia Gorge National Scenic Area to Establish a Bed and Breakfast Facility within an Existing Residence, for Property Located at 46125 E HISTORIC COLUMBIA RIVER HIGHWAY, CORBETT
- C-18 PRE 2-96 Report Hearings Officer Decision DENYING Surrounding Property Owners Appeal of the Planning Director Administrative Approval of a Use Under Prescribed Conditions Permit for a Replacement Dwelling More than 200 Feet from the Existing Dwelling in a Commercial Forest Use Zone, for Property Located at 39420 SE GORDON CREEK ROAD, CORBETT

**REGULAR AGENDA**

**PUBLIC COMMENT**

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

***THOMAS BUCHHOLZ COMMENTED REGARDING  
COURT TESTIMONY OF AN ANIMAL CONTROL  
OFFICER.***

**DEPARTMENT OF COMMUNITY AND FAMILY SERVICES**

- C-6 Intergovernmental Agreement 101227 with Portland Community College, for Portland Employment Project Services for Persons with Developmental Disabilities



**COMMISSIONER COLLIER MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF C-6. COMMISSIONER SALTZMAN ADVISED HE WOULD ABSTAIN FROM VOTING DUE TO HIS POSITION ON THE PORTLAND COMMUNITY COLLEGE BOARD. AGREEMENT APPROVED, WITH COMMISSIONERS KELLEY, HANSEN, COLLIER AND STEIN VOTING AYE, AND COMMISSSIONER SALTZMAN ABSTAINING.**

**SHERIFF'S OFFICE**

- R-2 Intergovernmental Agreement 800207 with Portland Community College, to Provide ABE/GED Instruction for Inmates within the Multnomah County Detention Center, Courthouse Jail and Restitution Center

**COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-2. COMMISSIONER SALTZMAN ADVISED HE WOULD ABSTAIN FROM VOTING DUE TO HIS POSITION ON THE PORTLAND COMMUNITY COLLEGE BOARD. AGREEMENT APPROVED, WITH COMMISSIONERS KELLEY, HANSEN, COLLIER AND STEIN VOTING AYE, AND COMMISSSIONER SALTZMAN ABSTAINING.**

**DEPARTMENT OF SUPPORT SERVICES**

- R-3 First Reading of an ORDINANCE Relating to Pay Administration for Employees Not Covered by Collective Bargaining Agreement and Repealing Ordinance No. 778 and No. 820

**ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER COLLIER MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF FIRST READING. CURTIS SMITH EXPLANATION AND RESPONSE TO BOARD QUESTIONS. IN RESPONSE TO A QUESTION OF COMMISSIONER COLLIER, CHAIR STEIN PROVIDED TITLE CLARIFICATION, ADVISING THE TITLE SHOULD STATE "REPEALING ORDINANCE NO. 778 AND NO. 820 AND ADOPTING**

**A NEW ORDINANCE RELATING TO PAY ADMINISTRATION FOR EMPLOYEES NOT COVERED BY COLLECTIVE BARGAINING AGREEMENT". NO ONE WISHED TO TESTIFY. FIRST READING UNANIMOUSLY APPROVED. SECOND READING THURSDAY, JUNE 13, 1996.**

- R-4 First Reading of an ORDINANCE Relating to the Pay Ranges and COLA Increases for Exempt Employees

**ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER COLLIER MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF FIRST READING. CURTIS SMITH EXPLANATION. NO ONE WISHED TO TESTIFY. FIRST READING UNANIMOUSLY APPROVED. SECOND READING THURSDAY, JUNE 13, 1996.**

- R-5 Supplemental Budget Consisting of Budget Modification DSS 4, Which Recognizes \$5,595.13 End of Year Reimbursement from Oregon Emergency Management and \$12,000 Reimbursement for Hazardous Materials Spill Responses

**COMMISSIONER SALTZMAN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-5. MIKE GILSDORF EXPLANATION. BUDGET MODIFICATION UNANIMOUSLY APPROVED.**

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

- R-6 Intergovernmental Agreement 301776 with the Oregon Department of Transportation, Region 1 Administration, Providing Federal and State Funding to Replace the Deck Grating System and Paint the Hawthorne Bridge

**COMMISSIONER COLLIER MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-6. STAN GHEZZI EXPLANATION. MR. GHEZZI AND KATHY BUSSE RESPONSE TO BOARD QUESTIONS AND DISCUSSION. STAFF TO CONTACT WILLAMETTE LIGHT BRIGADE, REGIONAL ARTS AND CULTURE COUNCIL,**

**CHAMBER OF COMMERCE AND INTERESTED  
OTHERS FOR INPUT ON BRIDGE PAINT COLOR.  
AGREEMENT UNANIMOUSLY APPROVED.**

- R-7 ORDER Accepting a Road Offered by the City of Gresham for Jurisdiction by Multnomah County Effective July 1, 1996 [NE Airport Way from NE Sandy, Northerly, 1,010 Feet to the Portland City Limits]

**COMMISSIONER KELLEY MOVED AND  
COMMISSIONER COLLIER SECONDED, APPROVAL  
OF R-7. BOB THOMAS EXPLANATION AND  
RESPONSE TO BOARD QUESTIONS. ORDER 96-105  
UNANIMOUSLY APPROVED.**

**DEPARTMENT OF HEALTH**

- R-8 Budget Modification MCHD 7 Increasing the Appropriation for Seven Specific State Grants Totaling \$356,467 and for \$19,681 in Federal Funds; Increasing the EMS Budget to Conform with Contracts Currently in Effect but Omitted from the Budget; and Moving Unspent Dollars from Personal Services to Materials and Services for Required Payment for the State Health Inspection Program

**COMMISSIONER HANSEN MOVED AND  
COMMISSIONER KELLEY SECONDED, APPROVAL  
OF R-8. KATHY INNES EXPLANATION. BUDGET  
MODIFICATION UNANIMOUSLY APPROVED.**

**NON-DEPARTMENTAL**

- R-9 Budget Modification NOND 14 Transferring \$9,000 from Personnel Services to External Materials and Services

**COMMISSIONER KELLEY MOVED AND  
COMMISSIONER HANSEN SECONDED, APPROVAL  
OF R-9. BUDGET MODIFICATION UNANIMOUSLY  
APPROVED.**

- R-10 Budget Modification NOND 15 Transferring \$7,076 from Personnel Services to External Materials and Services and Increasing Materials by \$204

**COMMISSIONER COLLIER MOVED AND  
COMMISSIONER KELLEY SECONDED, APPROVAL**

**OF R-10. COMMISSIONER SALTZMAN  
EXPLANATION. BUDGET MODIFICATION  
UNANIMOUSLY APPROVED.**

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

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Thursday, June 6, 1996 - 11:00 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

**PUBLIC HEARING**

*Tax Supervising and Conservation Commission Chair Charles Rosenthal convened the hearing at 11:00 a.m., with Commissioners Richard Anderson, Anthony Jankans, Roger McDowell and Ann Sherman, TSCC staff Courtney Wilton, and Multnomah County Chair Beverly Stein and Commissioners Sharron Kelley and Gary Hansen present.*

PH-4 The Tax Supervising and Conservation Commission Will Meet to Conduct a Public Hearing on the Approved 1996-97 Multnomah County Budget.

**BEVERLY STEIN, BARRY CROOK, SANDRA DUFFY,  
GARY HANSEN, SHARRON KELLEY AND DAVE  
WARREN RESPONSE TO COMMISSION  
QUESTIONS AND DISCUSSION. NO ONE WISHED  
TO TESTIFY.**

*There being no further business, the meeting was adjourned at 11:55 p.m.*

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Thursday, June 6, 1996 - 7:00 PM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

**BUDGET HEARING**

*Chair Beverly Stein convened the hearing at 7:05 p.m., with Vice-Chair Dan Saltzman, Commissioners Sharron Kelley, Gary Hansen and Tanya Collier present.*

**CHAIR STEIN ADVISED OF PROCESS FOR TESTIMONY. DIANE FELDT TESTIMONY IN SUPPORT OF GIFT PROGRAM FUNDING. JUAN CARLOS OCAÑA, DARYN PETERS AND JOSÉ LEAL (VIA TRANSLATOR) TESTIMONY IN SUPPORT OF EL PROGRAMA ESPAÑO AND LATINO YOUTH INVESTMENT SYSTEM FUNDING. MICHELE KRAJESKI TESTIMONY IN SUPPORT OF PORTLAND IMPACT, TRANSITIONAL HOUSING FUNDING. SHAUNA DIXON TESTIMONY IN SUPPORT OF INNOVATIVE PROJECTS FUNDING. LAUREL DUNN AND NIA DIYG TESTIMONY IN SUPPORT OF PORTLAND IMPACT, TRANSITIONAL HOUSING FUNDING. BARBARA TIMPER TESTIMONY ON BEHALF OF THE PRIVATE INDUSTRY COUNCIL IN SUPPORT OF HISPANIC STUDENT RETENTION AND RETRIEVAL PROJECT FUNDING. PAUL SOCHACKI, MADELAINE COFFMAN, LOUISE OSBORNE, KATE FILLIN-YEH AND ARIEL WELKER TESTIMONY IN SUPPORT OF SEXUAL MINORITY YOUTH PROGRAMS (PHOENIX RISING, WINDFIRE, PERSONAL DEITY PROXY) FUNDING. SHARON GORDON AND CATHERINE HARDING TESTIMONY ON BEHALF OF HUMBOLDT SCHOOL PTA IN SUPPORT OF TOUCHSTONE PROJECT FUNDING AND TEACHER TIM SEIDEL. MS. GORDON READ LETTER FROM BARBARA PITTMAN IN SUPPORT OF TOUCHSTONE PROJECT AND TIM SEIDEL. AT CHAIR STEIN'S REQUEST, MR. SEIDEL WAS RECOGNIZED AND ACKNOWLEDGED FROM THE AUDIENCE. CHAIR STEIN ADVISED THAT THE COUNTY INTENDS TO CONTINUE FUNDING TOUCHSTONE PROGRAMS. JULIE MIZAR TESTIMONY IN SUPPORT OF TOUCHSTONE PROJECT FUNDING. DELORES MACDONALD TESTIMONY IN SUPPORT OF PORTLAND IMPACT, TRANSITIONAL HOUSING FUNDING. MURIEL GOLDMAN AND LOU STAGNITTO TESTIMONY IN SUPPORT OF YOUTH INVESTMENT SYSTEM OF**

**SERVICES FUNDING. MOUREEN ROSERA, BEACH SCHOOL TOUCHSTONE MOTHER, TESTIMONY IN SUPPORT OF TOUCHSTONE FUNDING AND PAM BALLENTINE. SHALA MOSLEY TESTIMONY IN SUPPORT OF GIFT FAMILY SERVICE PROGRAM FUNDING. JUDITH McGAVIN OF HARRY'S MOTHER TESTIMONY IN SUPPORT OF YOUTH INVESTMENT SYSTEM OF SERVICES FUNDING. TAMMERA JOHNSON TESTIMONY IN SUPPORT OF GIFT FAMILY SERVICE PROGRAM FUNDING. LINDA BERLAND TESTIMONY IN SUPPORT OF YOUTH INVESTMENT SYSTEM OF SERVICES FUNDING. ELEANOR ANDERSON TESTIMONY IN SUPPORT OF PORTLAND IMPACT, TRANSITIONAL HOUSING FUNDING. CHAIR STEIN ADVISED TONIGHT'S HEARING IS BEING CABLECAST LIVE, AND THE PLAYBACK TIMES ARE SATURDAY, JUNE 8, 8:00 PM, SUNDAY, JUNE 9, 9:00 PM AND WEDNESDAY, JUNE 12, 6:00 PM ON CABLE CHANNEL 30. EMILY JOY SANGREY TESTIMONY IN SUPPORT OF PHOENIX RISING FOUNDATION AND SEXUAL MINORITY YOUTH PROGRAMS FUNDING. RACHEL BRISTOL LITTLE TESTIMONY REQUESTING \$100,000 TO SUPPORT OREGON FOOD BANK SERVICES. ERIKA GREEN TESTIMONY IN SUPPORT OF TOUCHSTONE PROGRAM FUNDING. LUIS MACHORRO TESTIMONY IN SUPPORT HISPANIC COMMUNITY PROGRAMS FUNDING. RITA NGUYEN TESTIMONY IN SUPPORT OF GIFT FAMILY SERVICES PROGRAM FUNDING. LANG NGUYEN (VIA TRANSLATOR) TESTIMONY IN SUPPORT OF ASIAN FAMILY CENTER AND PROGRAMS FUNDING. ALLANYA GUENTHER OF PHOENIX RISING FOUNDATION TESTIMONY IN SUPPORT OF YOUTH INVESTMENT SYSTEM OF SERVICES AND SEXUAL MINORITY YOUTH PROGRAMS FUNDING. SONNY MONTES, HISPANIC RESOURCE SPECIALIST FOR PORTLAND PUBLIC SCHOOLS, AND GASPAR BARAJAS, PARENT OF MARSHALL STUDENT JOSÉ BARAJAS, TESTIMONY IN SUPPORT OF MARSHALL HIGH SCHOOL HISPANIC RETENTION PROGRAM**

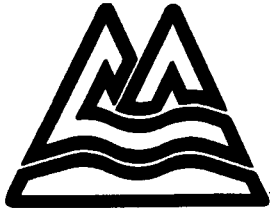
**FUNDING. ZACH HEUSINKVELD AND DAWN JOELLA JACKSON TESTIMONY IN SUPPORT OF SEXUAL MINORITY YOUTH PROGRAMS (PHOENIX RISING, TRANSSEXUAL SUPPORT GROUP, VOICES, GORILLA THEATER STREETWISE, PERSONAL DEITY PROXY) FUNDING. MARTIN GONZALEZ TESTIMONY IN SUPPORT OF HISPANIC COMMUNITY PROGRAMS. LINA LOPEZ, ISABEL MENA, BLANCA ESCOBEDO AND JULIA MAY TESTIMONY IN SUPPORT OF BENSON HIGH HISPANIC STUDENT RETRIEVAL PROGRAM FUNDING. JOSEPH MCHENRY, DEBORAH HODGES AND CASHONNEL BENTLEY TESTIMONY IN SUPPORT OF YOUTH INVESTMENT SYSTEM OF SERVICES FUNDING. RICHARD LUCCHETTI AND MICHELLE RODRIGUEZ TESTIMONY IN SUPPORT OF HISPANIC STUDENT RETENTION AND RETRIEVAL PROGRAMS FUNDING. MADELAINE COFFMAN ADDITIONAL TESTIMONY IN SUPPORT OF SEXUAL MINORITY YOUTH PROGRAMS FUNDING. BOARD ACKNOWLEDGED AND EXPRESSED APPRECIATION TO THE HEARING PARTICIPANTS AND ATTENDEES.**

*There being no further business, the hearing was adjourned at 9:05 p.m.*

OFFICE OF THE BOARD CLERK  
FOR MULTNOMAH COUNTY, OREGON

*Deborah L. Bogstad*

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

**JUNE 3, 1996 - JUNE 7, 1996**

*Tuesday, June 4, 1996 - 9:30 AM - Board Briefings..... Page 2*

*Tuesday, June 4, 1996 - 1:30 PM - DSS Budget Hearing..... Page 2*

*Wednesday, June 5, 1996 - 9:30 AM - DA Budget Hearing ..... Page 2*

*Wednesday, June 5, 1996 - 1:30 PM - NOND Budget Hearing Page 3*

*Thursday, June 6, 1996 - 9:30 AM - Regular Meeting..... Page 3*

*Thursday, June 6, 1996 -11:00 AM - TSCC Hearing..... Page 7*

*Thursday, June 6, 1996 - 7:00 PM - Budget Hearing..... Page 7*

*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\**



*Tuesday, June 4, 1996 - 9:30 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

**BOARD BRIEFINGS**

- B-1 Results of the School Foundation Fundraising; Remaining Need (1996-97 and 1997-98); Report on Distribution Formula for County Contribution; Possible Legislative Short Term and Long Term Action. Presented by Sho Dozono, Ron Saxton, Jack Bierwirth, Jacki Cottingim, Keith Robinson, Sharron Kelley and Bill Wyatt. 1 HOUR REQUESTED.*
- B-2 Community Action Program Office Update on Poverty in Multnomah County: a Descriptive Report. Presented by Rey España, Stephanie Limoncelli and Jon Puro. 30 MINUTES REQUESTED.*
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*Tuesday, June 4, 1996 - 1:30 PM  
Multnomah County Courthouse, Room 602  
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**BUDGET HEARING**

- PH-1 Department of Support Services Budget Overview, Highlights and Action Plans. DSS 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, June 5, 1996 - 9:30 AM  
Multnomah County Courthouse, Room 602  
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**BUDGET HEARING**

- PH-2 District Attorney's Office Budget Overview, Highlights and Action Plans. DA 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, June 5, 1996 - 1:30 PM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

**BUDGET HEARING**

- PH-3      *Non-Departmental Budget Overview, Highlights and Action Plans. NOND 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*
- 

Thursday, June 6, 1996 - 9:30 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

**REGULAR MEETING**

**CONSENT CALENDAR**

**NON-DEPARTMENTAL**

- C-1      *Appointment of Marc Gonzales and Re-Appointments of Judy Homer and George Scherzer to the INVESTMENT ADVISORY BOARD*
- C-2      *Appointments of Gary McGee, Cecily Quintana and Eric Fishman, and Re-Appointments of Laura Ross Paul and Mary Brown Ruble to the REGIONAL ARTS AND CULTURE COUNCIL*

**SHERIFF'S OFFICE**

- C-3      *Intergovernmental Agreement 800237 with Mt. Hood Community College, to Provide ABE/GED Instruction for Inmates within the Multnomah County Correctional Facility and the Multnomah County Inverness Jail*

**DEPARTMENT OF AGING SERVICES**

- C-4      *Intergovernmental Agreement 400236 with the City of Portland, Bureau of Neighborhood Associations, to Provide Funds for Portland/Multnomah Commission on Aging for General Advocacy and Review-and-Comment on Aging Services Department Programs and*

*Contracts, and One-Time-Only Funds to Transition Administrative Functions to Non-Profit Status*

- C-5      *Budget Modification ASD 9603 Adding \$264,035 in On-Going Federal Title XIX (Medicaid) Funds from the Revised Allocation from the State of Oregon*

**DEPARTMENT OF COMMUNITY AND FAMILY SERVICES**

- C-6      *Intergovernmental Agreement 101227 with Portland City College, for Portland Employment Project Services for Persons with Developmental Disabilities*
- C-7      *Intergovernmental Agreement 101477 with City of Portland, for Parks and Recreation Employment and Alternative Services for Persons with Developmental Disabilities and a Summer Youth Conservation Job Program for At Risk Youth*

**DEPARTMENT OF COMMUNITY CORRECTIONS**

- C-8      *Amendment 1 to Intergovernmental Agreement 900106 with Clackamas County, Providing Reimbursement for Use of the Telecommunication System from July 1, 1995 through June 30, 1996*
- C-9      *Intergovernmental Agreement 900106 with Clackamas County, for Use of the Milwaukie Work Release Facility for the Period July 1, 1996 through June 30, 1997*

**DEPARTMENT OF ENVIRONMENTAL SERVICES**

- C-10      *ORDER Designating the Daily Journal of Commerce as the Newspaper for Publication of the Multnomah County 1996 Notice of Foreclosure of Tax Liens*
- C-11      *ORDER Authorizing Execution of Deed D961329 Upon Complete Performance of a Contract to Michael Davis*
- C-12      *ORDER Authorizing Execution of Deed D961330 Upon Complete Performance of a Contract to Jeffrey Fish*
- C-13      *ORDER Authorizing Execution of Deed D961331 Upon Complete Performance of a Contract to Jeffrey Paul Fish*

- C-14      *ORDER Authorizing Execution of Deed D961332 Upon Complete Performance of a Purchase and Sale Agreement to John E. McKibben*
- C-15      *ORDER Authorizing Execution of Deed D961334 for Repurchase of Tax Acquired Property to Former Owner Life Line Baptist Church*
- C-16      *ORDER Authorizing Execution of Deed D961335 Upon Complete Performance of a Contract to Clyde D. and Carol M. Tomasini*
- C-17      *NSA 7-95 Report Hearings Officer Decision APPROVING, With Conditions, Request for Conditional Use within the Columbia Gorge National Scenic Area to Establish a Bed and Breakfast Facility within an Existing Residence, for Property Located at 46125 E HISTORIC COLUMBLA RIVER HIGHWAY, CORBETT*
- C-18      *PRE 2-96 Report Hearings Officer Decision DENYING Surrounding Property Owners Appeal of the Planning Director Administrative Approval of a Use Under Prescribed Conditions Permit for a Replacement Dwelling More than 200 Feet from the Existing Dwelling in a Commercial Forest Use Zone, for Property Located at 39420 SE GORDON CREEK ROAD, CORBETT*

### **REGULAR AGENDA**

### **PUBLIC COMMENT**

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

### **SHERIFF'S OFFICE**

- R-2      *Intergovernmental Agreement 800207 with Portland Community College, to Provide ABE/GED Instruction for Inmates within the Multnomah County Detention Center, Courthouse Jail and Restitution Center*

### **DEPARTMENT OF SUPPORT SERVICES**

- R-3      *First Reading of an ORDINANCE Relating to Pay Administration for Employees Not Covered by Collective Bargaining Agreement and Repealing Ordinance No. 778 and No. 820*
- R-4      *First Reading of an ORDINANCE Relating to the Pay Ranges and COLA Increases for Exempt Employees*

- R-5      *Supplemental Budget Consisting of Budget Modification DSS 4, Which Recognizes \$5,595.13 End of Year Reimbursement from Oregon Emergency Management and \$12,000 Reimbursement for Hazardous Materials Spill Responses*

**DEPARTMENT OF ENVIRONMENTAL SERVICES**

- R-6      *Intergovernmental Agreement 301776 with the Oregon Department of Transportation, Region 1 Administration, Providing Federal and State Funding to Replace the Deck Grating System and Paint the Hawthorne Bridge*
- R-7      *ORDER Accepting a Road Offered by the City of Gresham for Jurisdiction by Multnomah County Effective July 1, 1996 [NE Airport Way from NE Sandy, Northerly, 1,010 Feet to the Portland City Limits]*

**DEPARTMENT OF HEALTH**

- R-8      *Budget Modification MCHD 7 Increasing the Appropriation for Seven Specific State Grants Totaling \$356,467 and for \$19,681 in Federal Funds; Increasing the EMS Budget to Conform with Contracts Currently in Effect but Omitted from the Budget; and Moving Unspent Dollars from Personal Services to Materials and Services for Required Payment for the State Health Inspection Program*

**NON-DEPARTMENTAL**

- R-9      *Budget Modification NOND 14 Transferring \$9,000 from Personnel Services to External Materials and Services*
- R-10      *Budget Modification NOND 15 Transferring \$7,076 from Personnel Services to External Materials and Services and Increasing Materials by \$204*

*Thursday, June 6, 1996 - 11:00 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

**PUBLIC HEARING**

*PH-4      The Tax Supervising and Conservation Commission Will Meet to  
Conduct a Public Hearing on the Approved 1996-97 Multnomah County  
Budget.*

---

*Thursday, June 6, 1996 - 7:00 PM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

**BUDGET HEARING**

*PH-5      Opportunity for Public Testimony on the Proposed 1996-97 Multnomah  
County Budget. Testimony Limited to Three Minutes Per Person.*

SHARRON KELLEY  
Multnomah County Commissioner  
District 4



Portland Building  
1120 S.W. Fifth Avenue, Suite 1500  
Portland, Oregon 97204  
(503) 248-5213

MEMORANDUM

TO: Clerk of the Board  
Board of County Commissioners

FROM: Andrew Mooney, Commissioner Kelly's Office

RE: Absence from June 5, 1996 BCC Budget Hearing

DATE: May 30, 1996

BOARD OF  
COUNTY COMMISSIONERS  
MULTNOMAH COUNTY  
OREGON  
96 MAY 31 AM 7:26

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Commissioner Kelley will be arriving late to the 1:30 pm June 5, 1996, BCC Budget Hearing due to a prior commitment.

SEK:atm

**PLEASE PRINT LEGIBLY!**

**MEETING DATE** 6/5/96

**NAME**

Joy Al-Sofi

**ADDRESS**

636 NE 22

**STREET**

Portland

97232

**CITY**

**ZIP**

**I WISH TO SPEAK ON AGENDA ITEM NO.**

~~4~~ 1

**SUPPORT**

**OPPOSE**

**SUBMIT TO BOARD CLERK**



**PLEASE PRINT LEGIBLY!**

**MEETING DATE**

6/5/96

**NAME**

Bill Bullock

**ADDRESS**

Regional Arts & Culture Council

**STREET**

309 SW 16th, Portland OR 97204

**CITY**

**ZIP CODE**

**I WISH TO SPEAK ON AGENDA ITEM #**

**SUPPORT**

**OPPOSE**

**SUBMIT TO BOARD CLERK**

MEETING DATE: June 5, 1996

AGENDA #: PH-3

ESTIMATED START TIME: 1:30 PM

(Above Space for Board Clerk's Use ONLY)

## AGENDA PLACEMENT FORM

SUBJECT: Presentation and Review of Nondepartmental Budget

BOARD BRIEFING:

DATE REQUESTED: \_\_\_\_\_

REQUESTED BY: \_\_\_\_\_

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

REGULAR MEETING:

DATE REQUESTED: June 5, 1996

AMOUNT OF TIME NEEDED: 2 hours

DEPARTMENT: Nondepartmental

CONTACT: Dave Warren

TELEPHONE #: 248-3822

BLDG/ROOM #: 106/1400

PERSON(S) MAKING PRESENTATION: Non-Departmental Staff, CBAC, Public Testimony

### ACTION REQUESTED:

☐ INFORMATIONAL ONLY ☐ POLICY DIRECTION ☐ APPROVAL ☒ OTHER

### SUGGESTED AGENDA TITLE:

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

### SIGNATURES REQUIRED:

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

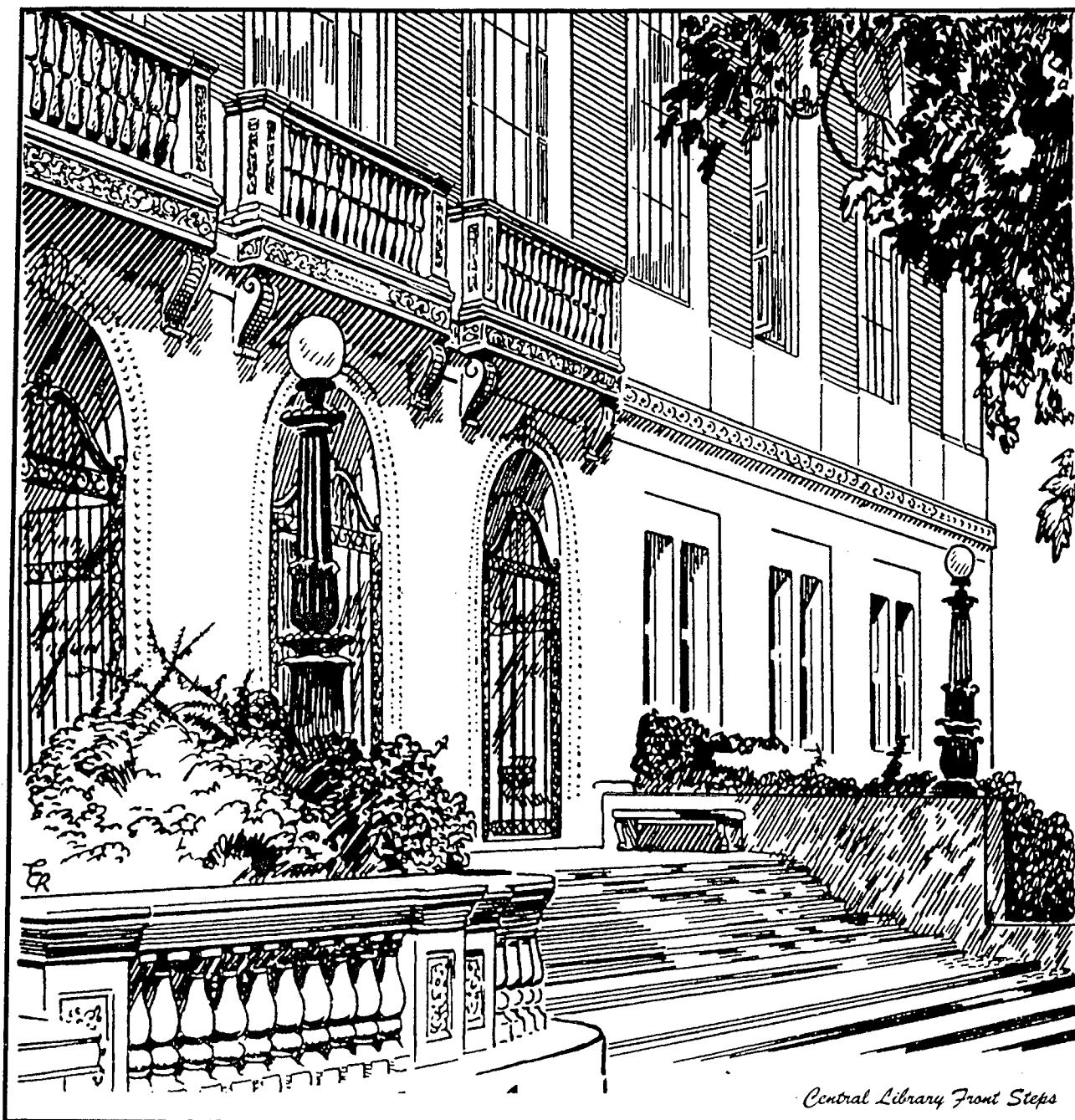
(OR)  
DEPARTMENT  
MANAGER: \_\_\_\_\_

*Peverly Klein*

BOARD OF  
COUNTY COMMISSIONERS  
96 MAY -11 PM 4:45  
MULTNOMAH COUNTY  
OREGON

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

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



*Central Library Front Steps*

# Multnomah County

**Nondepartmental**

**June 5, 1996**

**Packet #13 Information**

**Budget  
1996-97**

**Nondepartmental Budget Hearing**  
**Wednesday, June 5, 1996**  
**1:30 PM**

**Agenda**

1. 1:30 CBAC Report
2. 1:40 Salary Commission Report
3. 1:50 Public Testimony

Jerry Penk  
Mary Ann Wersch

4. Departmental Discussion

- 2:00 Citizen Involvement Committee
- 2:15 County Auditor
- 2:30 Metropolitan Human Rights Commission
- 2:35 Regional Arts and Culture Council
- 2:45 OSU Extension
- 3:00 Multnomah Commission on Children and Families
- 3:15 Strategic Investment Program

John Legry, Kay Durtschi  
Gary Blackmer  
Helen Cheek  
Bill Bulick  
Paul Sunderland  
Carol Wire  
John Rakowitz

5. Questions and Discussion



## Multnomah County Salary Commission

Mary Ann Wersch, Chair  
William Beavers  
Mark Englizian  
Ron McGee  
Eric Wilson

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June 5, 1996

To: Beverly Stein, Chair, Board of County Commissioners  
Dan Saltzman, Commissioner, District 1  
Gary Hansen, Commissioner, District 2  
Tanya Collier, Commissioner, District 3  
Sharron Kelley, Commissioner, District 4

From 1996 Salary Commission

Re: 1996 Multnomah County Salary Commission Report

Under the authority of Section 4.30 of the Multnomah County Home Rule Charter as amended November 6, 1990, the 1996 Multnomah County Salary Commission (Commission) was appointed by the County Auditor and convened to consider and recommend salary levels for the positions of Multnomah County Commissioner (Commissioner) and Chair of the Board of County Commissioners (Chair).

### Executive Summary

1. From FY 1983-84 through FY 1992-93, the Multnomah County Chair and Commissioners did not receive an increase in salary. Current salary levels continue to reflect that loss of income. The Chair's current annual salary is \$57,684 and the Commissioners' current annual salary is \$49,386.
2. In measuring the Chair's and Commissioners' salaries against a number of factors and criteria, the salary level for these positions is significantly lower by any standard.
3. The Chair has County-wide operational and fiscal responsibility including supervising County Department Directors; Commissioners do not have this same level of operational and fiscal responsibility.
4. It is the opinion of the Salary Commission that the relevant comparators for the Chair differ from those for the Commissioners.

5. The Chair's annual salary should be indexed to the mid-point of the salary range for the Chair's direct reports, Department Directors. Currently, the mid-point of this salary range is \$81,730. The FY 1996-97 Department Directors' salary midpoint is yet to be determined.
6. The Commissioner's salaries should be indexed to 75% of the current salary of a District Court Judge. For FY 1996-97, 75% of the judge's salary is \$61,200.
7. The Chair's and Commissioners' salaries for FY 1996-97 and FY 1997-98 should be indexed as defined above.

Respectfully submitted this 5th day of June, 1996.

Mary Ann Wersch, Chair  
William Beavers  
Mark Englizian  
Ron McGee  
Eric Wilson

## **Introduction**

The Multnomah County Home Rule Charter defines the method for setting the salaries of the Chair and Commissioners. In part the Charter states that the County Auditor is to appoint a five member commission, composed of qualified people with personnel experience by January 1st of each even year.

The County Auditor appointed the following people to serve on the 1996 Salary Commission:

- William Beavers, Senior Compensation Analyst, Legacy Health System
- Mark Englizian, Director, Compensation and Benefits, Red Lion Hotels, Inc.
- Ron McGee, Vice President, Human Resources and Travel, AAA Oregon
- Mary Ann Wersch, Director of Human Resources, Reed College
- Eric Wilson, President, HR Integrated Solutions

Both William Beavers and Mary Ann Wersch served on the 1994 Salary Commission. Mary Ann Wersch was selected Chair of the Commission.

The Commission members held five meetings, all of which were in compliance with the Oregon public meetings laws. No member of the public attended any of the meetings.

## **Methodology and Findings**

The Commission collected and analyzed data from a number of sources. The data is summarized below:

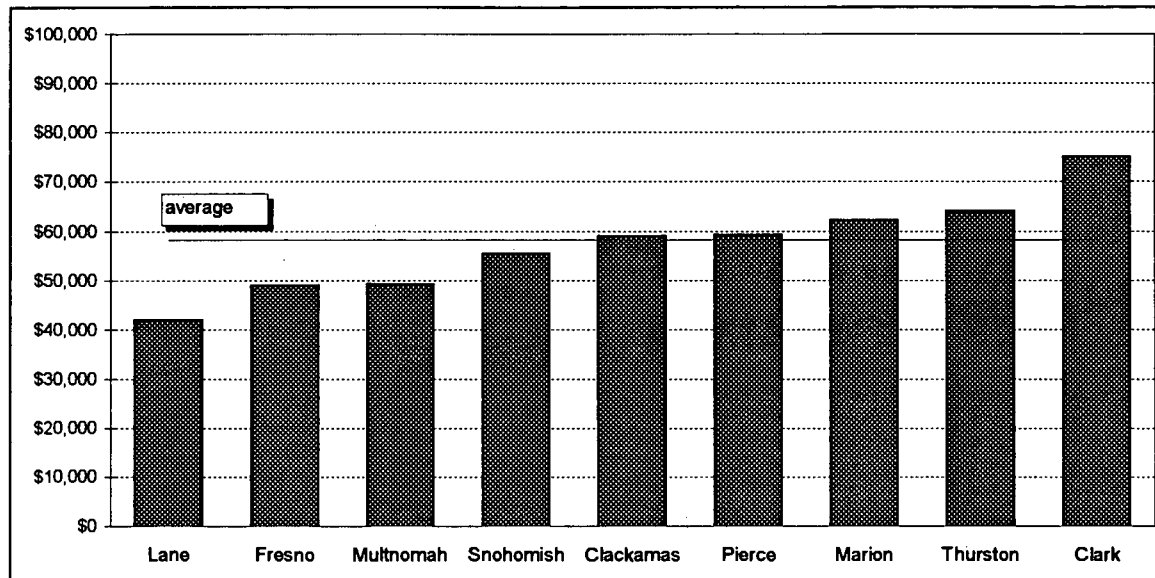
### **1. Information collected by prior Salary Commissions:**

In reviewing the minutes and reports of prior Commissions, it is evident that comparability among county and other jurisdictions is difficult to measure and compare. However, the 1994 Commission determined that the following counties shared some measure of comparability with Multnomah: Clackamas OR, Clark WA, Fresno CA, Lane OR, Marion OR, Pierce WA, Snohomish WA, Thurston WA, and Washington OR.

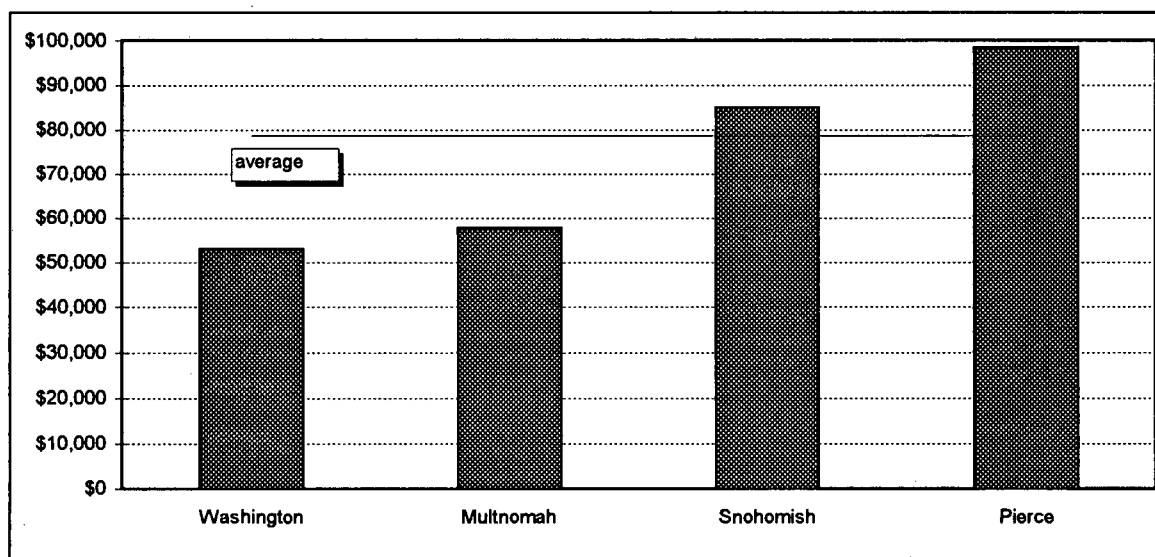
### **2. Current salary data from the 9 counties defined above:**

The 1996 Commission surveyed these comparable counties for current salary data and the process they use to set salaries for commissioners and the county executive, if they have one. In addition, a comparison of cost of living factors among the geographical areas compared with Multnomah County showed that they are all relatively comparable.

### Exhibit A: Commissioner salaries of other counties



### Exhibit B: Counties with comparable executive salaries



All nine counties have commissioners; the average salary for a commissioner is \$58,220 (Exhibit A). Only three counties have a comparable county executive; the average salary is \$78,820 (Exhibit B).

3. Salary comparison data with state legislators, regional councils, and local boards:

A review of these jurisdictions showed very little justification for asserting comparability. However, Metro uses a methodology that appears to have



some merit. They base salaries for their executive, presiding officer, and councilor on a district court judge salary which is set by the state legislature. (See Exhibit C below)

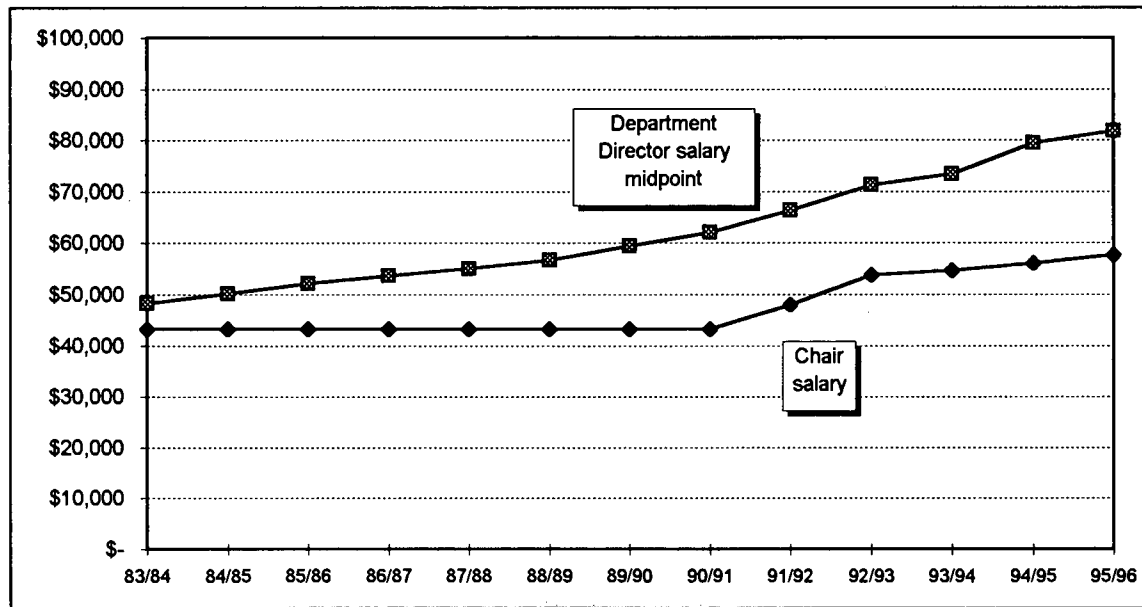
#### Exhibit C: Comparison with Metro salaries

Position	Salary	Other
Metro Councilor	\$26,167	1/3rd of district court judge salary; less than full-time
County Commissioner	\$49,386	full-time
Metro Presiding Officer	\$52,333	2/3rds of district court judge salary; full-time
County Chair	\$57,684	full-time; 8 direct-report managers
Metro Executive	\$78,500	100% of district court judge salary; full-time; 8 direct report managers

#### 4. Comparability between the Chair and County department directors:

The Chair has County-wide operational and fiscal responsibilities, which the Commissioners do not, and eight department directors report directly to the Chair. The FY 1995-96 salary range for department director is \$68,108-\$95,352. Currently, most of the department heads have salaries above the midpoint of the range.

#### Exhibit D: Comparison of Chair's salary with Department Director's midpoint salary



5. County compensation administration:

Discussions with Curtis Smith and Susan Ayers in the Employee Services Division for Multnomah County indicate that the County's compensation program and pay practices are professionally administered and based on empirical data. This is particularly impressive given the lack of a compensation unit or staff devoted to this area within the Division.

Salary recommendations for exempt employees, including department directors, are based on movement of the midpoints of County exempt pay ranges toward the midpoints of equivalent salaries paid in the combined public and private sector labor market, adjusted to account for any difference in value between County benefits and labor market benefits (see Curtis Smith report to the Board dated May 18, 1995, subject Exempt Employee Labor Market Briefing). In a follow up report dated December 14, 1995, Curtis Smith indicates that the exempt employee midpoints are approximately equal to the midpoint of the defined labor market.

6. Comparability with other County elected officials:

The Multnomah County Home Rule Charter specifies that the county sheriff's salary shall be fixed by the Board in an amount which is not less than that for any member of the sheriff's office.

The County auditor's salary is indexed at 80% of a district court judge's salary.

7. CPI considerations:

CPI data has been incorporated into our decision process. This Salary Commission believes that indexing is the best approach. CPI data is an integral part of the information base to which we are indexing.

## **Recommendations**

It was the conclusion of the Commission that the authority and responsibility of the Chair is significantly different from the Commissioners. Therefore, it is appropriate to develop different criteria for establishing an equitable salary for the Chair as opposed to the Commissioners.

Similar counties and other jurisdictions have limited comparability to Multnomah County for either the Chair or Commissioner positions. Furthermore, people who run for these elected positions are not recruited outside the metropolitan area, so salary comparability as a recruitment tool is simply not a factor.

In considering the salary of the Chair, the Commission has determined that the most relevant comparator is the County's own internal salary data. There are several reasons for this:

1. The Chair is equivalent to a chief executive officer in the County with a number of direct reports;
2. The compensation program for County managers is based on valid and current data;
3. The Chair should be paid at least as much, if not more, than his/her direct reports;
4. There is precedent within the County for a manager to be paid no less than his/her direct reports (see Home Rule Charter regarding sheriff's salary);
5. It should also be noted that the Department Director's salary midpoint is comparable to the average of the county executives' salaries in other jurisdictions (see Exhibit A).
6. Exhibit D shows the relationship of the Chair's salary to the midpoint of the County Department Director's salary over time.

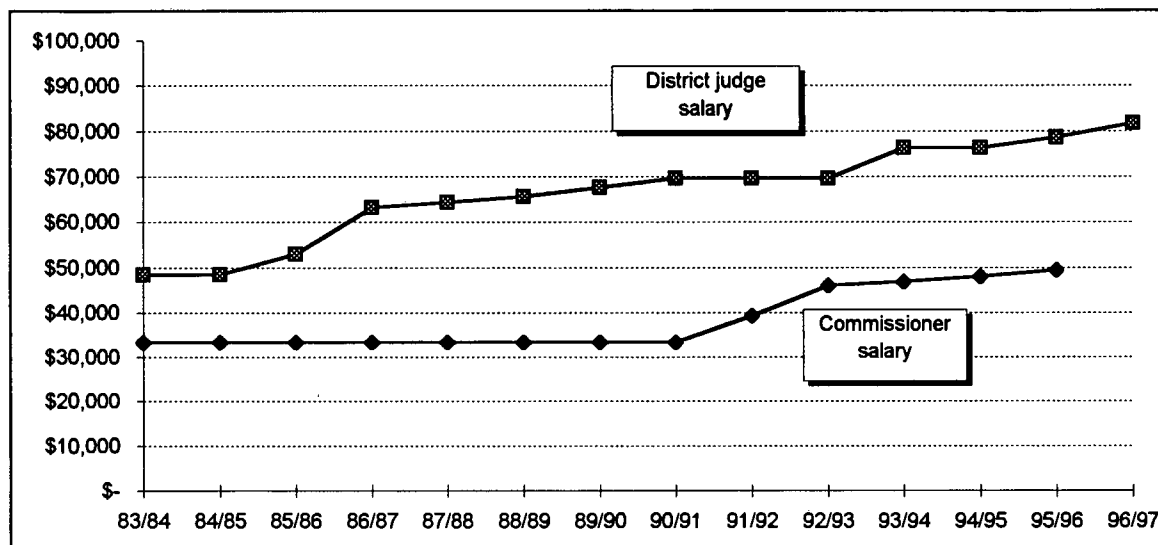
Therefore, the 1996 Salary Commission recommends that the Chair's salary be equivalent to the midpoint of the County's Department Director. Effective July 1, 1996, the Chair's salary should increase to the midpoint of the Department Director's salary range in effect at that time. Should the midpoint increase on or before July 1, 1997, the Chair's salary would increase proportionately effective July 1, 1997. For FY 1995-96, the mid-point of this salary range is \$81,730.

In considering the salary of the Commissioners, the Commission has determined that the most relevant comparator is a district court judge's salary. There are several reasons for this:

1. Other jurisdictions and officials use this index (Fresno County, Metro, and the County auditor salaries are determined using this methodology);
2. Since the judge's salary is determined by the state legislature, commissioners would have no influence over their own salary increases;
3. It should be noted that the average of the commissioners' salaries in other comparable jurisdictions (\$58,220) is almost exactly equivalent to 75% of a district court judge's salary (\$58,875).

Exhibit E shows the relationship of the Commissioner's salary to the District Court Judge's salary over time.

#### Exhibit E: Comparison of Commissioner and District Court Judge salaries



Therefore, the 1996 Salary Commission recommends that the Commissioner's salary be equivalent to 75% of a district court judge's salary. The Commissioner's salary should increase to this rate effective July 1, 1996.

Should the judge's salary increase on or before July 1, 1997, the Commissioner's salary would increase proportionately effective July 1, 1997. For FY 1996-97, 75% of the judge's salary is \$61,200.

#### Further Considerations

Prior Salary Commissions have strongly urged the Board of County Commissioners to approve appropriate pay levels for Board members. If the County is to continue to maintain high quality leadership, fair and appropriate pay is important (refer to prior Salary Commission reports). This Commission strongly urges the same.

If the Board is willing to consider this Commission's recommendations, but wishes to implement the recommendations over some period of time rather than immediately, the Commission strongly urges the Board to phase in the implementation over a period of no more than three years. Exhibit F shows a recommended two- and three-year phase in program.

**Exhibit F: Recommended 2- and 3-year phase-in plan**

Chair				Commissioner		
Implementation				Implementation		
Year	Index*	2-Year	3-Year	Index*	2-Year	3-Year
95/96	\$81,730	\$57,684	\$57,684	\$58,875	\$49,386	\$49,386
96/97	\$84,182	\$72,196	\$68,225	\$60,641	\$55,923	\$54,369
97/98	\$86,707	\$86,707	\$78,766	\$62,460	\$62,460	\$59,352
98/99	\$89,309		\$89,309	\$64,334		\$64,334
*Assumes index annual growth of 3%						

This Commission also requests that the Board of County Commissioners ask the next-appointed Charter Review Commission to make a recommendation regarding an approved methodology for determining salaries for Board members. This Commission believes that the methodology used in this process and the indexing of both the Chair's and Commissioners' salaries as stated in this report is an appropriate long term methodology that could and should be adopted. Using this methodology, future salary commissions, should they be necessary, could simply review the data in relation to the stated methodology and make the appropriate recommendation. It is evident that past Salary Commissions, and certainly the current one, have struggled to find the appropriate methodology, and in some cases revisit the same issues only to find they are not relevant.

Lastly, the members of the Commission were impressed with the professionalism and quality of work by the members of the Employee Services Division with whom we spoke, Curtis Smith and Susan Ayers. We were surprised to learn that neither the Employee Services Division nor the Labor Relations Section has a compensation unit, and they both serve an organization of over 4,000 employees. Although not part of our charge, we would recommend the County reconsider their compensation management staffing in order to maintain and enhance the quality and professionalism that already exists.



# MULTNOMAH COUNTY OREGON

BOARD OF COUNTY COMMISSIONERS  
BEVERLY STEIN  
DAN SALTZMAN  
GARY HANSEN  
TANYA COLLIER  
SHARRON KELLEY

BUDGET & QUALITY  
PORTLAND BUILDING  
1120 S.W. 5TH — ROOM 1400  
PORTLAND, OREGON 97204-1934

PHONE (503) 248-3883  
FAX (503) 248-3292

TO: Barry Crook  
FROM: Mark Lear  
DATE: March 26, 1996

**SUBJECT: Strategic Investment Program Budget Request**

I have reviewed the budget request submitted by the Strategic Investment Program. This memo outlines the major SIP budget issues and decisions to be reviewed with the Chair's Office prior to the BCC approving the budget.

**Constraint**

All SIP revenues, received from the General Fund, are a loan. SIP will pay back the General Fund when it begins receiving Community Service revenues. Therefore, the General Fund constraint does not apply to SIP. If the General Fund constraint did apply, the program would be within constraint. The 1995-96 budget covers only eight months. It does not include building management expenses. Utilizing an annualized 1995-96 General Fund supported expenditure summary (including the building management fee) results in a 1996-97 constraint of \$123,624 (1996-97 proposed = \$122,419). SIP's 1996-97 General Fund supported expenditure request is only a 1% increase from the adjusted 1995-96 annualized expenditure.

**Budget Summary**

	1994-95 Actual	1995-96 Adopted Budget	1996-97 Proposed Budget	Difference
Staffing FTE	0	1	1	0
Total Costs	0	345,000	1,592,419	1,247,419
Program Revenues	0	270,000	1,470,000	1,200,000
General Fund Support	0	75,000	122,419	47,419

**Significant Changes**

- SIP will receive \$120,000 in First Source Agreement revenues (\$60,000-Fujitsu/ \$60,000-LSI).
- SIP will receive \$100,000 in Training and Education revenues from LSI Logic.
- SIP will receive \$1,100,000 in Community Housing revenues (\$500,000-Fujitsu/ \$600,000-LSI).
- SIP will receive \$150,000 in Community Resource revenues from LSI Logic.
- SIP identified two key results.

## Issues for Discussion

### **1. Funding For First Source Agreement (\$120,000)**

In order to target the County's unemployed and underemployed population, Fujitsu and LSI are required to enter into an Exclusive Full-Service First Source Hiring Agreement (FSA) with the Portland Development Commission. In 1995-96, the County received \$120,000 in FSA revenues. With the assistance of the SIP Office Coordinator, Legal counsel is currently drafting a final executable draft of the PDC contract.

As part of the contract, PDC will be responsible for recruiting and screening applicants. In addition, they will assist Fujitsu and LSI in developing employee surveys and reporting systems that document contract compliance and SIP effectiveness. Finally, PDC will provide the County with quarterly and annual reviews of Fujitsu and LSI's job creation, compensation, and retention efforts.

Key Results and Performance Measures -- The FSA is central to the recruitment of targeted populations: The JobNet program is designed to create a pool of qualified representatives from the target population. In addition, the FSA provides the data to evaluate the hiring and retention key results and performance measures. Through employee and non-employee surveys, the FSA will evaluate the effectiveness of SIP efforts to increase hiring and retention. Finally, PDC will provide the County with quarterly evaluations of Fujitsu and LSI's job creation, compensation, and retention efforts.

### **2. Funding For Training and Education (\$100,000)**

In December 1996, the County will receive a \$100,000 payment for a training and education program, devised by the County (with approval of LSI), to educate and train persons in skills useful to the high tech industry. The County will continue to receive \$100,000 payments through 2001 (\$600,000 total). The funds will be divided between Mount Hood Community College, Portland Community College, east Multnomah County schools and Marshall High School.

The SIP coordinator will work with the above mentioned parties to develop recommendations for appropriating the training and education funds.

Key Results and Performance Measures -- The hiring potential performance measure delineates school-to-work, local training graduates, and Oregon higher education graduates as subsets of the target population (delineation based on SIP contract). The \$100,000 for training and education may increase hiring and retention within these subsets of the target population.

### **3. Funding For Community Housing (\$1,100,000)**

The overall goal of the Housing Program, as described in the SIP contracts, is to increase the inventory of affordable low-income housing in Multnomah County. In July 1996, the County will receive a one-time \$1,000,000 payment (\$500,000-Fujitsu/ \$500,000-LSI) to increase the inventory of affordable low-income housing in Multnomah County. Currently the SIP Affordable Housing Committee (composed of representatives required by the contract including: the City of Gresham; the Gresham Community Development Housing Corporation; and the Countywide HCDC) is developing a recommendation for consideration by the Board of County Commissioners.

In addition to the County's goal, the SIP contracts intend to ensure that no potential employee is unable to accept a job due to the unavailability of affordable housing. In furtherance of the County's goal, Fujitsu's contract requires the establishment of an internal program which provides housing subsidies for new employees with family incomes below 75% of the average County wage. Monthly, employees meeting the eligibility requirement will receive \$100 (if they earn \$8.01-\$9.30/hr) or \$200 (if they earn \$6.75-\$8.00).

Rather than establishing an internal housing subsidy program, LSI's contract requires annual payments to the Community Housing Fund for the life of the abatement (\$2,300,000 total). At the direction of the SIP Steering Committee, the SIP Coordinator and CAPO manager are developing a programmatic strategy to

provide housing subsidies to LSI employees. A recommendation from the SIP Steering Committee will be presented to the BCC to appropriate these revenues.

Key Results and Performance Measures -- The lack of affordable housing is a challenge to the long-term retention of employees from targeted populations. In addition, it may decrease application rates from target populations who are uncertain of affordable housing opportunities. The documented subsidization of low-income employees may increase hiring and retention of targeted populations.

#### **4. Funding For Community Resources (\$150,000--1995/ \$150,000--1996)**

In lieu of a contractual requirement to hire 2000 employees over the fifteen years of the tax abatement, LSI agreed to contribute \$150,000 (in 1995, 1996, and 1997) to develop the Outer South-East and East County social service infrastructure's ability to fill the employee recruitment pool with qualified representatives of the targeted population. To date, the County has not appropriated any of the Community Resource revenues.

At the end of March, the Community Action Program Office (CAPO) will finalize an assessment identifying gaps in the existing social service infrastructure's ability to maximize the targeted population's representation in the applicant pool. Following a review of the needs assessment, the SIP Coordinator and CAPO Manager will present appropriation recommendations to the SIP Steering Committee. The SIP Steering Committee will make recommendations to the BCC. It is hoped that a RFP, to appropriate Community Resource revenues, will be published in July.

Prior to the adoption of a RFP, the SIP Coordinator and CAPO Manager are developing an interim referral and assessment proposal. The proposal will provide assessment and referral services for interested, unqualified SIP job applicants. The service will be provided through an IGA with an existing service provider.

Key Results and Performance Measures -- Gaps in the Outer South-East and East County social service infrastructure are a challenge to recruitment from specific elements of the targeted population. The proposal to increase support for referral and assessment may increase hiring from targeted populations (*POTENTIAL PERFORMANCE MEASURE #1: Percentage/number of new hires from specific elements of the targeted population.*) In addition, undiagnosed/ untreated job readiness deficiencies challenge long-term retention. Pre-hiring referral and assessment may increase the job-readiness of the employment pool.

#### **5. Identification of Key Results and a Potential Performance Measure**

The two key results identified by SIP measure the companies' contractual job creation and retention requirements. After decisions are made regarding the appropriation of Community Resource, Community Service, Community Housing, and Training and Education revenues, additional key results will be established. The 1996-97 SIP budget is the first to identify key results. They include:

- *KEY RESULT #1: Creation of new jobs by classification.*

This key result is an indicator of the companies' contractual commitment to create new jobs. A high percentage of jobs created, 100% (or higher) of the contract specified requirement, is an indication that the company is meeting its contractually obligated hiring figures. The projected number of new jobs is taken from the SIP contracts.

- *KEY RESULT #2: Long-term retention rates/ numbers of regular full-time employees.*

This key result is an indicator of the companies' contractual commitment to retain regular full-time employees over the long-term. An employee whose employment terminates in less than two years will not be considered a full-time employee. [The following employees will not be counted: (1) those terminated for cause; and (2) those who voluntarily terminate employment other than for reasons of inadequacy of child care, transportation or housing.] A high retention rate is an indication that the program is



successfully retaining regular full-time employees. The projected long-term retention rate (70%) is taken from the SIP contracts.

#### **A Potential Performance Measure**

- *POTENTIAL PERFORMANCE MEASURE #1: Percentage/ number of new hires from specific elements of the target population.*

Over the next fifteen years, SIP will receive over \$35,000,000 in undedicated revenues and \$4,350,000 to be spent on yet to be determined affordable housing, infrastructure development, and training programs. On numerous projects, the SIP Office will be responsible for assisting and coordinating funding recommendations, assisting with program design, evaluating outcomes, and reporting to the public. There is some concern that neither the SIP contracts or the Board of Commissioners have provided SIP with an adequate clarification of the desired benefits to specific elements of the target population.

For example, the SIP contract recitals and County policies imply that specific elements of the targeted population will be beneficiaries of SIP job creation (e.g. welfare mothers, school-to-work students, etc.). The SIP contracts do not mandate hiring levels from the target population. Beyond the general intent of the FSA and the contracts' mandate to use Community Resource revenues to assist in filling the recruitment pool with qualified representatives of the targeted population, the SIP contracts do not dedicate funds for the purpose of increasing hiring (by job preparation) from specific target population elements. The lack of clarification, surrounding desired levels of assistance to specific elements of the target population, is a serious obstacle to the realization of benefits to Multnomah County citizens beyond the contractual requirements [as outlined in Key Measure #1 and #2].

Potential performance measure #1 is a tool for analyzing this problem by tracking hiring within specific target population elements. It is an indicator of the effectiveness of the direct service programs (e.g. First Source Hiring Agreement (PDC), Assessment and Referral Service (CAPO?), in recruiting and assisting specific elements of the targeted population. The target population elements include welfare recipients, unemployed, underemployed, participants in school-to-work, local training graduates, and Oregon higher education graduates. A high percentage of new hires, in a specific targeted population element, is an indication that this program is successfully linking the benefits of industrial expansion to this element of disadvantaged residents.

Due to the fact that the majority of new positions will be filled in the next three years, successful efforts to assist specific populations must begin immediately. Capturing hiring information from specific target population elements will provide valuable feedback for designing successful programs to maximize the hiring and retention of specific elements of the targeted population. A discussion, by the Board of Commissioners, regarding the expected hiring outcomes, and the required commitment of resources to achieve these outcomes, could assist in realizing the intent of the SIP contracts.

## Amounts in 000's

Year		Community Service Fee (est.)	Community Housing	Employee Housing Rebate *	First Source Agreement **	Community Resources	Trainin g Funds ***	Total to County
1995-96	Fujitsu				60			60
	LSI				60	150		210
	Total	0	0	0	120	150	0	270
1996-97	Fujitsu		500		60			560
	LSI		600		60	150	100	910
	Total	0	1,100	0	120	150	100	1,470
1997-98	Fujitsu	1,142			60			1,202
	LSI	692	100		60	150	100	1,102
	Total	1,834	100	0	120	150	100	2,304
1998-99	Fujitsu	864						864
	LSI	854	100				100	1,054
	Total	1,718	100	0	0	0	100	1,918
1999-00	Fujitsu	1,573						1,573
	LSI	2,000	100				100	2,200
	Total	3,573	100	0	0	0	100	3,773
2000-01	Fujitsu	1,120						1,120
	LSI	2,000	125				100	2,225
	Total	3,120	125	0	0	0	100	3,345

## Amounts in 000's

Year		Community Service Fee (est.)	Community Housing	Employee Housing Rebate *	First Source Agreement **	Community Resources	Trainin g Funds ***	Total to County
2001-02	Fujitsu	785						785
	LSI	2,000	125				100	2,225
	Total	2,785	125	0	0	0	100	3,010
2002-03	Fujitsu	559						559
	LSI	2,000	125					2,125
	Total	2,559	125	0	0	0	0	2,684
2003-04	Fujitsu	426						426
	LSI	1,927	125					2,052
	Total	2,353	125	0	0	0	0	2,478
2004-05	Fujitsu	373						373
	LSI	2,000	150					2,150
	Total	2,373	150	0	0	0	0	2,523
2005-06	Fujitsu	325						325
	LSI	2,000	150					2,150
	Total	2,325	150	0	0	0	0	2,475
2006-07	Fujitsu	276						276
	LSI	2,000	150					2,150
	Total	2,276	150	0	0	0	0	2,426

## Amounts in 000's

Year		Community Service Fee (est.)	Community Housing	Employee Housing Rebate *	First Source Agreement **	Community Resources	Trainin g Funds ***	Total to County
2007-08	Fujitsu	232						232
	LSI	2,000	150					2,150
	Total	2,232	150	0	0	0	0	2,382
2008-09	Fujitsu	187						187
	LSI	2,000	200					2,200
	Total	2,187	200	0	0	0	0	2,387
2009-10	Fujitsu	138						138
	LSI	2,000	200					2,200
	Total	2,138	200	0	0	0	0	2,338
2010-11	Fujitsu	95						95
	LSI	2,000	200					2,200
	Total	2,095	200	0	0	0	0	2,295
2011-12	Fujitsu	61						61
	LSI	2,000	200					2,200
	Total	2,061	200	0	0	0	0	2,261
Grand Total		35,629	3,300	0	360	450	600	40,339

Priority Goal I	Priority Goal II	Priority Goal III	Priority Goal IV
Maintain and increase arts (and cultural) funding in each regional jurisdiction	Develop and implement clear communications for expanded visibility to media and the public for RACC and arts and culture	Firm up organizational structure, management and planning for RACC and its goals & objectives	Stabilize and maintain high quality programs, services and administration. Pursue excellence at every level.
<b>PUBLIC ART</b>			
Obtain new funds via ordinances and contracts with Clackamas & Wash counties; Help cities develop their own public art ordinances and staffing Obtain permanent ordinances with Tri-Met, Port of Portland and other agency partners	Develop a slide show and other marketing materials & strategies on the public benefits of art in public places -- deliver message <u>outside</u> central city Portland		Keep Up with brisk pace of existing public art projects, programs and activities; including Visual Chronicle(s), maintenance & conservation of growing collection, FAR bonus and Blank Wall programs.
	Publicize public art partnerships with Tri-Met - Port - Doernbecher, etc.		Participate in SOS National program and Launch new Adopt-a-Sculpture Program to raise private funds.
	Expand public art education, lectures and the Visual Chronicle to the Region		Maintain major contract partners such as Metro, Port and Tri-Met
	Develop new printed materials with clear, improved messages		Implement Dorenbecher's Public Art project(s)
			Contract with more private developers to manage voluntary public art projects - increases RACC's earned income and is innovative

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#### **ARTS IN EDUCATION**

Ask business and education partners to advocate for public funding for arts in education as basic to a quality education	Clearly define RACC's role in education, it's relationship with Young Audiences, etc. so communications can sent the right messages.	Continue to develop collaborative relationship with Young Audiences and refine unique roles and decision making process	Continue Artists and Architects in Residence - the core Arts In Education Programs; Continued growth/ Arts Plan Schools Coordinate all Youth Arts Activities in RACC departments
Request and pursue increased funding from all four jurisdictions; respond with necessary programs linked to restricted funds (i.e. field trips)	Develop new printed materials with clear, improved messages	Educate educators about the role of arts in the classroom and how to work with artists in Arts Plan Schools	Prepare and support arts institutions to provide services for Arts Plan Schools - competitive grants program methodology.
Expand Funding and reach of Arts Plan Schools Program			Explore partnerships with higher ed to provide certificate training for artists to work in schools
			Maintain training programs for artists and teachers

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#### **COMMUNITY DEVELOPMENT**

Create menu of cost effective contract services which RACC and LAA's are able to provide to their communities	Review Cultural Diversity goals and develop key messages	Continue strengthening ties and projects that demonstrate ROI and cash in registers with visitor industry.	Insure all RACC programs reach out to minority/underserved; and design ways to improve services to individual artists in partnerships with ArtNet
Continue building the capacity of LAA's and other partners to provide quality contracts and services.	Train LAA's and other partners to market their services to public and private sectors	Develop new county based funding to expand size & scope of all grants and services to the field	Maintain increased service territory and scope of programs as the regional arts/culture industry grows

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	Develop new printed materials with clear, improved messages; and improve on marketing to constituents (re services) and the general public (re return on investment)	Work with Grants Review Committee to improve and streamline all granting programs	Maintain Bi-Monthly TA Newsletters & related information and technical assistance materials
Regionalize the Neighborhood Arts Program (see Menu of contract services above)	Develop & Maintain High Quality Web Site (lower priority)	Undertake NEA Youth Arts Evaluation Initiative (with Public Art, Arts Education and CDD staff three year study)	Maintain commitments to Multnomah County for Neighborhood Arts Programs Pilot Projects FY 94-95 & 95-96
Regionalize ArtsManagement Assistance Program (see Menu of contract services above)		Finalize the Cultural Tourism Study, Recommendations and Next Steps and Close the Project Files after the baton is fully passed to POVA. Maintain RACC's fair share of the tasks in the coming years	Fund and implement any new cultural diversity goals; Develop and public a new minority resources guide

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Priority Goal I	Priority Goal II	Priority Goal III	Priority Goal IV
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<b>ADVOCACY, FUNDING, COMMUNICATIONS</b>			
Collaborate and cooperate with the N.W. BCA as they create and mount a public/private cultural partnership funding campaign	Publicize Excellent Progress on Implementing Arts Plan - with an Arts Plan Final Report in FY 96-97	Put the emphasis on partnerships with public and private entities to restrain agency growth, share leadership and make better, stronger ties throughout the communities we serve.	Develop improved public relations systems, relationships with the press and utilize new support staff
Executive and Executive Director will focus more on outside relationships and building partnerships externally.	Publicize Major Success of NEA Arts Stabilization Challenge: Over \$600,000 in debt reduction/svg.		Utilize outside consultant and Board community relations committee expertise to develop greater public visibility and understanding of RACC's role.
Work strategically with major arts & cultural constituents; Arts Alliance, Regional Art Network and Art/Net, Zoo, OMSI, OHS; Develop a "win/win" strategy so that everyone becomes an advocate	Create effective and succinct slide shows that can be presented by small, carefully selected speakers group - to broad range of community based associations, clubs and public groups.		Be a good partner in delivering measurable economic impact results through Cultural Tourism demonstration projects during the Imperial Tombs

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Priority Goal I	Priority Goal II	Priority Goal III	Priority Goal IV
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<b>ADMINISTRATION/MANAGEMENT</b>			
Improve fund and program accounting and reporting on RACC's ability to be accountable, leverage funds and provide cost efficient services.	Increase public visibility of key board and staff members.	Monitor the effectiveness of the newly revised management structure and evaluate its effectiveness at addressing questions of clarity of decision making process and expressed need for autonomy and authority within the existing hierarchy.	Maintain high professional staff standards and the resources necessary to attract and retain a quality work force. Offer professional development opportunities and conduct an effective annual evaluation process.
Assure accurate and complete final reporting on grants and services and that RACC's data base systems are updated and capable of providing accurate and analytical reports on ROI	Prepare public financial statements for RACC to respond to perceived confusion about where RACC's money is expended	Assure RACC's human resources and funding base can meet all commitments in a high quality, professional manner and that there is a filtering process to restrain program growth unless there is adequate internal support.	
		Support development of a Shared Arts Facility	

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# PROJECTS in PROGRESS

5/31/96

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## EASTWIND/GRESHAM

- **Alpha School Puppet Project:** Artist Bruce Chessé is constructing puppets and developing a puppet show with at-risk youth from Alpha High School. The puppet show will tour area elementary schools with a theme of *NO To Drugs*. The National Guard built the puppet stage with the Alpha kids at the Base. The young people will perform the puppet show in May at Blue Lake Park. Project is a collaboration with Gresham Area Prevention Program (GAPP). Dec. '95 - May '96.
- **Book Project:** Edna Kovacs, writer/poet, and visual artist Kate Vaneroso, are creating an illustrated book of poems and writings with teenage girls-at-risk at Eastwind. Youth involved are 13-15 girls ages 12-17 yrs. Veneroso is teaching monotype printmaking, including egg tempera monotype techniques. The prints will illustrate original poetry written by the girls for a final published book of poetry and images. JJD-Diversion Program youth. Feb. - June '96.
- **Fairview Oaks Mural Project:** Artist Tim Stapleton is facilitating the painting of a mural in the Activities Center of Fairview Oaks housing complex in Gresham. Group is 8-10, low-income youth, ages 13-16. Project will run 6-8 weeks, with group meeting 2x a week. Supplies donated by Norse, Biggs and Simpson. Portland Housing Authority housing complex. Some of the youth are involved through the JJD- Eastwind Diversion Program. March - May 1996.
- **Albert Alter:** Alter, a mime clown, will perform June 14 at the Big Brother/Big Sister picnic event for 30-40 children and their families in Gresham.
- **Site Coordinator position for Eastwind:** Coordinator is artist Tim Stapleton. Coordinator functions as liaison with RACC/NAP, site, artists, site staff. Coordinator will contact artists, materials needs, orientation, problem solving, assisting both site and NAP in producing quality arts projects. Position funded by NAP. Feb.-June '96.
- **Artist Training Program for NAP:** Special training for artists to learn how to work with at-risk-youth. Possible collaborative effort between Eastwind and NAP. ON HOLD pending on new artist roster.
- **Eastwind Summer Arts Workshops:** Collaborations with PAL Youth Center Gresham), OFAP, El Programa Hispano, Fairview Oaks, Fairview Woods and Stark Manor housing complexes, in offering arts workshops for Eastwind children and youth with the theme of "Cultural Awareness". July and August '96.  
Jacklyn Hamberg: Teaching Painting and Drawing Workshop at PAL Youth Center to at-risk youth, ages 8-16, May - July.  
Carol Knutson: Teaching mask making and Native American inspired storytelling skills to at-risk youth, ages 10 - 13, at PAL Youth Center. August  
Do Jump Movement Theater: Robin Lane and Daniela Stiener will teach circus skills, juggling and tumbling, in non-competitive atmosphere while building self-esteem through group cooperation to at-risk youth, ages 10-16, at the Fairview Oaks and Fairview Woods housing complexes in Gresham. July and August  
Heidi Vorst: Teaching international folk dance to at-risk youth, ages 10-13, at PAL Youth Center. July

Neighborhood Arts Program

# PROJECTS in PROGRESS

Eva Catellanoz: Teaching Mexican Folk Arts to at-risk youth at PAL Youth Center. July. Eva will also lead a one week day camp at the Stark Manor Community Center, teaching Mexican Folk Arts and culture to Hispanic teen girls, in collaboration with Programa Hispano. (One week in July)  
OFAP

Tim Stapleton: Will facilitate the creation of a "Cultural Awareness" booth with Teens Community Service Kids for annual Gresham Cultural Fair. Also will create a float or decoration piece with youth for the annual Teddy Bear Parade in Gresham. August.

True Blue Women's Group: A painter will teach a 6 week painting and drawing workshop to this teen youth group. June.

Grupo de Capoeira Regional do Brazil: Group will give performance and demonstration of Capoeira to youth at PAL Youth Center, and then teach a 2 week Capoeira class to interested youth. August.

- **The Chair Project**: Artists/social workers Michael Barber and Joani Krug are working with ten emotionally and behaviorally challenged boys, 8-12 yrs, from Edgefield Children's Treatment Center, creating visual self-portraits on chairs. Edgefield TLC Program sessions are being held in a church afterschool program site in NE Portland. Artists will utilize language arts and visual media to help children create unique, decorated chairs. The Chair Project is exhibited at Omni Gallery for one month, with the show opening First Thursday May 2. Arlene Schnitzer will host a special Chair Project silent auction and benefit in a downtown gallery, where the chairs will be auctioned to raise funds donated to Eastwind II. The chairs are collected from area donations or recycled. Project will continue in summer with two new groups of children. Feb. - July '96.

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## SELF-ENHANCEMENT CENTER

- **The Banner Project**: Textile artist Adriene Cruz will work with 10 - 15 youth-at-risk to design and sew fabric banners to be installed along a three block area of Martin Luther King Blvd. in NE Portland, between Alberta and Kenilworth. African American youth, grades 6-9, from Harriet Tubman Elementary, Ockley Green and Whitaker Middle schools will be involved. Banner installation will be collaborative effort with the City Transportation Department. Project may culminate with opening celebration hosted by Mayor Katz in early summer. March - June '96.
- **Youth Video Project with Patrick Rosenkranz**: 10 -12 Jr. High age African American youth with prior video experience will create a 10-12 min video documenting the construction of the new SEI building. Project will also involve kids in collecting oral histories of former residents to chronicle earlier days of North Portland's historic African American neighborhood. A collaboration with NW Film Center staff, who will be in charge of post production/editing. Project will be screened at new SEI building Open House in Nov.
- **Quilt Project**: African American quilter, Cleveland Smith, works with youth from Whitaker Middle School to create quilt for opening ceremony and installation at new SEI building. Planning stage as of 5/96. OFAP.
- **SEI Summer Arts Workshops**: A two-week program of arts workshops include artists Arvie Smith (painting and drawing); Mattie Neal (A capella gospel); Adriene Cruz ( papier mache mask making); Capoeira Group (Afro-Brazilian martial arts/dance plus music); Obo Addy (percussion demo/performance). July 29 - August 9.

Neighborhood Arts Program

# PROJECTS in PROGRESS

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## PORTLAND IMPACT

- **Youth Radio Project:** Media artist D. Roberts is directing and facilitating a Youth Radio Program with 4-5 youth-at-risk from Portland Impact. Project involves developing group capable of cooperative work on-air for talk-radio show profiling youth issues. In collaboration with KBOO radio which will produce show and give technical assistance. March - June '96.

- **Behind the Curtain of Violence Summer '96:** Rebecca Singer, theater artist and Portland Impact staff person, is planning a six week program of youth arts workshops for Summer 1996. Artists involved include the following.

Jennifer Joyce (painter/murals): Will facilitate the creation and execution of a streetside mural with at-risk youth, ages 12-20, at 49th and Hawthorn in SE Portland. July

Julie Keefe (photographer): Will teach photography to at-risk youth, ages 12-20. Youth will use 35mm cameras on loan from Straight Shooting; artist will take students to her studio to develop their own prints; project may involve the creation of a newsprint book of photographs and writing by the same kids, in collaboration with Rebecca Singer's youth creative writing group. July and August

Joanne Mulcahy (folklorist): Mulcahy is faculty at Lewis and Clark College, in both the Gender Studies Program and the Northwest Writing Institute. She will work with Rebecca Singer's youth creative writing group, focusing on writing sessions about culture and life stories. One week in July. OFAP

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## ASIAN FAMILY CENTER

- **Summer Arts Program for AFC:** Planning stages with Hongsa. OFAP.

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## OREGON FOLK ART PROGRAM (OFAP)

- **Native American Moccasin Demonstration:** Native American traditional artist Sophie George will demonstrate and teach how to make Native American moccasins to approx. 30 children ages 6-14 yrs at the Child Services Center in SE Portland. Project will meet Thursdays, 6:30-8:30pm, May 2, 9, 16, 23, 30. Project is 5 weeks long. Project is in collaboration with the Indian Education Office of the Portland Public Schools and OFAP.

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## PORTLAND PARKS AND RECREATION

- **Peninsula Park:** Albert Alter, Mime/clown, will perform at the June 1st Family Fun Day for approx 2,000 neighborhood families and children attending the festivities. Peninsula Park is in NE Portland, within the Piedmont Neighborhood Association jurisdiction.

# PROJECTS in PROGRESS

- **Cathedral Park:** NAP will give consultation to the Oregon Symphony which will coordinate a summer program of Symphony in Cathedral Park performances as part of efforts to bring community exposure to the Symphony in non-traditional concert settings.
- **Matt Dishman Community Center:** Located at 77 NE Knott in NE Portland, this neighborhood center has a pool, rec rooms, arts and crafts workshops etc. Dishman is the site of a Percent for Public Art installation completed in the spring by Seattle artist, . The sculpture is seating gazebo on a grassy knoll in front of the community center. A Dedication ceremony is being planned for July 27 along with a Celebrate the Arts festival for the community. NAP artists will perform at the Dedication, and a NAP artist will host a drop-in arts workshop inside the center for children and families as part of the afternoon events. July

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## NEIGHBORHOOD PROJECTS

- **Brentwood/Darlington Project:** Artists John Early and Laura Bender have been selected to create public art for the interior of the new Brentwood/Darlington Community Center. A Portland Impact branch office will be housed in the new facility. NAP and Public Art collaborate to engage the selected artists in involving the neighborhood community in the appreciation/creation of the artwork in some form, either during process through studio visits, classroom visits, lecture presentations about project, etc. Summer '96.
- **Villa de Clara Vista:** Clara Vista is a housing complex in the Cully neighborhood serving low-income Mexican and Central American migrant worker families, and is within the jurisdiction of the Central Northeast Neighbors Association. The Summer Arts Workshop includes artist Lorenzo Guel, who will facilitate a painted mural project in the Community Center with 10-20 youth, ages 8-16, from the Clara Vista housing complex (June). The Latin American folklorique dance troupe, Milagro Bailadores, will teach a dance workshop for the Clara Vista teen folk dance group, and involve the teens in a performance at Clara Vista's "Welcome to Summer" family celebration on June 14. Candilario Zamudio (OFAP) will also perform Mariachi music on-site at the "Welcome to Summer" festival June 14.
- **Stark Manor Community Center:** Mike Ferris, a Youth Worker for the Drug Elimination Team with Mainstream Youth Program, Inc. in E. Multnomah Cty, is working with a group of youth to create an anti-smoking video called "Nicotene" under a grant from the Housing Authority of Portland (HAP). NAP theatre artist, Rebecca Singer, will teach this group of youth about acting and script writing for dramatized portions of the youth-produced "Nicotene" video. June.
- **Creston/Kenilworth Neighborhood:** Shane Endicott, community organizer and JJD Community Representative, is coordinating a grassroots graffiti abatement mural project in SE Portland. Mural site is the St Vincent d'Paul thrift center parking lot at 26th and Powell. The St Vincent d'Paul business and Board support the project. Endicott has distributed 2,000 flyers in the immediate neighborhood, to Cleveland HS across the street, and to Portland Impact. He has contacted Rebecca Singer at Portland Impact about the distribution of flyers to youth who live in the Creston/Kenilworth neighborhood. Americorps volunteers may contribute labor on the project. Area businesses will donate paint and supplies for the project. NAP artist, Tim Stapleton will facilitate the design and execution of the mural. June.

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# PROJECTS in PROGRESS

## MULTNOMAH COUNTY PUBLIC LIBRARY SYSTEM

- **North Portland Branch Library:** Located at NE Killingsworth, this branch library will host visual artist, Carol Knutson, who will facilitate a six week Saturday afternoon family art workshop in papier mache and maskmaking involving storytelling of myths and legends. This site is also interested in hosting Folk Artists for demonstrations of arts and culture relevant to the primarily African American community served. June - July
- **Midland Branch Library:** Located at 122nd and Morrison in SE, this library is a new branch building opening in late September. NAP will be involved in the Midland Library Celebration the week of Nov 4, with performances and family art workshops to be determined. This branch has a scheduled Children's Program, and is also interested in presenting literary and Folk Artists at the site. Fall 1996

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## OTHER

- **The Albina Community BanCorp Mural Project:** (North Portland related project). A portable mural for the temporary bank illustrating community history. Partially funded by NAP/RACC with the following stipulations: 1) Artwork must be exhibited in visible, public space preferably outside of bank. 2) Artwork must be prominently displayed at new building in public place. 3) Artwork must be created by NE Portland artist. 4) Artwork must be portable. Sandy Hansen from the community, and Rosilyn Hill, RACC Board Member, are both involved with this project.
- **Straight Shooting/The Youth Photo Project:** "A look inside the lives of gang-affected and at-risk youth from Clackamas, Malheur, Marion, Multnomah and Washington Counties in photographs taken by youth themselves." Screened professional photographers serve as one-to-one mentors in class sessions, photoshoots, and in the darkroom. Mentors also work with the project coordinators to make sure youths' photos, negatives, and quotes are submitted by deadlines for the exhibit catalog and final show. In 1995, an average of 5 youth from each county were able to participate. Approx. 50% of youth are from the metropolitan tri-county area served by RACC. Photographs are exhibited professionally, and tour the state of Oregon with maximum press exposure. NAP has been a sponsor for project for two years, '95 & '96.

**Y o u t h A R T S**  
**Background and Progress Report**  
**May, 1996**

**PROJECT PURPOSE**

A consortium of three Local Arts Agencies from Portland, Oregon, San Antonio, Texas and Atlanta, Georgia came together to begin a collaborative research effort on arts program for youth at risk in October, 1996. For our purposes, the term "youth at risk" refers to youth who have come into contact with the juvenile justice system through school or parental referrals or as a result of probation status.

**The goals of the YouthARTS project are to:**

- 1) Define the critical elements and "best practices" of arts programs developed for youth at risk populations;
- 2) Design and test models for professional development/training for artists, caseworkers and educators who work with youth at risk;
- 3) Design and test program evaluation methodologies;
- 4) Conduct a controlled field study to evaluate the impact of arts program design elements on risk and protective factors linked with adolescent problem behaviors;
- 5) Strengthen collaborative relationships among local partners (arts agencies, juvenile justice professionals, educators, social service providers) and among federal departments (NEA, Justice, HUD, Dept of Ed);
- 6) Disseminate "best practice" models broadly to local arts agencies, other arts organizations, juvenile justice agencies, educators, and social service agencies.
- 7) Leverage increased funding for youth at risk programs from local partners, federal departments and national foundations.

Initial funding and support has come from the Chairman's Office of the National Endowment for the Arts, the federal Office of Juvenile Justice and Delinquency Prevention (OJJDP), the National Assembly of Local Arts Agencies (NALAA), the President's Committee for the Arts and Humanities and each local community.

Each of the three local arts agencies has extensive background in developing youth and education programs in partnership with schools, social service agencies and community based groups (see agency profiles). **The YouthARTS Development Project is an overlay to specific programs for youth at risk developed by each of the three site agencies.**

## **PRODUCTS AND OUTCOMES**

The YouthARTS Project will develop and disseminate materials that can be used by arts organizations, social service providers, and educators to develop or enhance successful youth art programs, to train artists and social service providers, and to evaluate youth art programs.

Based upon field research and detailed analysis of test programs at the three sites, YouthARTS will design a multi-media "tool kit" that will present step by step procedures to set up a program, train participants, document the program and evaluate its impact and outcomes. The tool kit and a report documenting the project and research results from the three sites will be disseminated widely through arts, juvenile justice and social service networks and through other national leadership networks such as the US Conference of Mayors, National League of Cities, Association of Counties, etc.

The YouthARTS Project has been designed to evaluate youth arts programs in a controlled field study at each of the three sites with the key assumption that such programs promote protective factors that reduce risk factors associated with adolescent problem behaviors. We anticipate solid research data to evaluate this correlation.

## **BACKGROUND**

Across the nation, arts organizations and local arts agencies are responding to the youth at risk crisis by partnering with juvenile justice and social service agencies, schools and community centers. The National Assembly of Local Arts Agencies (NALAA) has documented an increasing percentage of local arts agencies, nationally which are engaging in programming for at risk youth -- 49% of all LAAs, 88% in the 50 largest cities.

Compelling case histories of the impact on some children have encouraged us to continue and expand our programs. Yet, no reliable models have emerged to adequately train artists for this challenging work or to objectively evaluate and document program effectiveness. Typically the first priority has been to respond to youth needs. Programs have developed in an ad hoc fashion, without a foundation of empirical research and data.

A critical goal of the YouthArts Project is to establish a direct link between arts program design elements and broadly accepted risk and protection factors associated with adolescent behavior problems and delinquency.



## **PROJECT APPROACH**

A project leader, on contract, is coordinating the project team, conducting field research, managing communication with partners and the field, tracking the project plan and timeline and drafting regular project updates.

The project team includes the following representatives, reflecting collaboration between the arts and juvenile justice fields at both the national and local levels:

- 1) Executive Directors and Youth Program managers from each local arts agency;
- 2) Juvenile Justice personnel from each city, including a case worker and two agency department directors;
- 3) Representatives of the federal Office of Juvenile Justice and Delinquency Prevention (OJJDP)
- 4) Caliber Associates, evaluation experts under contract with the OJJDP
- 5) The Director of Research and of the Institute for Community Development of the National Assembly of Local Arts Agencies
- 6) The NEA Federal Liaison and Assistant to the Deputy Chair for Partnerships;
- 7) Artists with extensive experience working in social service settings.

The YouthARTS project will tap additional expertise as needed in: evaluation and training, video documentation, design of the tool kit, public relations and communication.

The project team met in Washington DC. in late November 1995 and in San Antonio in April, 1996 to refine the project, develop a three year workplan and review initial research and field scans. Seminars were held on evaluation design and artist/social service provider training and a site visit was conducted of the San Antonio program. Each city now has a "test program" underway which integrates our preliminary findings and is the focus for rigorous evaluation and documentation.

## **PROJECT RESULTS TO-DATE**

A field scan of "best practices" in youth arts programming has established some common elements for program design, evaluation and artist training. **These findings have been incorporated into the design of the YouthARTS Demonstration Project.**

The field scan involved the following:

- 1) **Interviews with program directors/managers.**  
Fifteen in-depth telephone interviews were conducted with managers of youth art programs in fifteen different cities. These programs were identified by the National Assembly of Local Arts Agencies (NALAA) during their survey of youth arts programs sponsored by the President's Committee on the Arts and Humanities Youth Arts/Humanities Program Survey.
- 2) **Focus groups in Atlanta, Portland, and San Antonio**  
Each city held focus groups that were designed to explore the issues that artists and caseworkers face in working with at-risk youth.
- 3) **Review of relevant studies and literature**  
Publications on youth art programs sponsored by the National Endowment for the Arts and other funders were reviewed along with research efforts by the Co-Arts Assessment Project and by researchers at Harvard's Project Zero.
- 4) **Review of Juvenile Justice literature/risk and protective factors**  
Current research on risk and protective factors sponsored by the Office of Juvenile Justice and Delinquency was reviewed along with research conducted as part of the 1995 Carnegie Council on Adolescent Development.

#### **FINDING # 1: Successful programs have common elements**

- 1) The delivery of the program is a **collaborative effort** among artist, social service provider, teacher, agency staff and family.
- 2) The youth art program **recognizes and involves the community** in which the youth lives.
- 3) Youth art programs that **involve the youth's family** provide the opportunity for the greatest impact.
- 4) The youth art program provides a **safe haven** for youth and family.
- 5) **Age appropriate curriculum** is essential in developing appropriate activities.
- 6) **Program planning is critical** and needs to address: goals of program, site selection, population, developing relationships among team members, methods for interacting with students, curriculum design, transportation, safety, incentives, behavioral requirements, program growth, balance of art program and other program objectives, balance of process and product, student recognition of achievements, family, community and volunteer involvement.

## **FINDING # 2: Successful programs have common training features**

1. The team that will be working with youth need to be **trained in team building, communication skills, organizational skills**; they need to receive training in collaboration. Each needs to understand the others language, point of view, and benefits that each bring to the team.
2. The team needs to be trained in **effective methods** for working with youth from special populations, including some behavior management, adolescent psychology and familiarization with the juvenile justice system.
3. The team needs to be trained in **curriculum design** to maximize program effectiveness.
4. Training needs to **start with the interview process** and be on-going.
5. Training needs to be **practical** and needs to address **issues identified by team members** and be presented by a variety of trainers with expertise in the issue areas.
6. **Peer training** and opportunities to share successes and failures is essential.
7. Training needs to be **integrated into already scheduled training** whenever possible.

## **FINDING #3: Successful youth art programs have common evaluation features**

1. It is essential to **define the goals and outcomes** of a project in order to be able to evaluate the project. It is absolutely necessary to be clear on what the program is doing and the intended outcome. The evaluation has to match its goals.
2. **Process evaluations** are currently the most common type of evaluation **and can be used to describe a program** and to provide an avenue to continually **refine** the program. Evaluation should not just be of the impact on youth; evaluation should be used to improve the program.
3. The most frequently used measures in youth arts projects are **journals, portfolios, self-reporting, artist observations**. Evaluation can be a part of the delivery of the program. For example, people keeping a portfolio or journal can be used as an evaluation tool, the evaluation is embedded in the program.
4. Factors other than the youth art program that may influence program outcomes are: **individual, family, and community factors**. The impact of

multiple factors must be taken into account in measuring program effectiveness.

5. Program specific factors such as **staff ratios, hours of contact, duration of contact** are likely to have a major impact on program outcomes.
6. Some youth art programs have shown experimentally a **direct relationship between their program activities and intended outcomes**. A control group or comparison group is necessary to show a **causal relationship** between the art activities and intended outcomes.

**FINDING # 4: Youth art programs have the potential to impact risk factors linked with adolescent problem behaviors**

1. Research conducted as part of the Juvenile Justice system's work in reducing delinquent behaviors has identified risk factors and protective factors associated with adolescent problem behaviors.
2. A number of these risk factors may be influenced by youth art programs: low neighborhood attachment; extreme economic and social deprivation; family conflict; lack of commitment to school; alienation and rebelliousness; and, friends who engage in problem behavior.
3. Current youth art programs contain activities that are designed to reduce risk factors by providing opportunities to learn new skills and by recognizing a youth's efforts. This approach, according to juvenile justice literature, promotes bonding which reduces risk factors.
4. Another way to influence risk factors is by increasing protective factors that have been linked with buffering children from risk, such as: attachment to parents, attachment to artist, self-esteem, reading achievement, commitment to school.
5. There is anecdotal information that youth art programs are effective in engaging youth through the arts resulting in improved self-esteem, increased skills, and improved school or work behavior.
6. To demonstrate causality between youth art programs and identified risk factors a scientifically acceptable outcome evaluation with a control or comparison group needs to be conducted.

**FINDING # 5: Art programs are a vehicle to teach youth positive life skills.**

*"Art is a vehicle to get youth interested in life. To be a great artist is not the point. For kids to realize that they have a future is the point. Everyone from 4*

*to 90 is connected by a common thread that we don't trust our own ideas, we need to deal with this fear, take the risk, cross over the line. It is a thrill. This is what kids experience. It doesn't matter if they become an artist, it matters that they can see themselves as doing something, as having a goal. Art is a way to give a voice to kids. Art involves kids participating."* YouthARTS focus group participant.

Based on the assumption of the power of art to engage youth, over 600 art programs across the nation have been designed to help youth learn skills that transfer to other areas in their life such as: organizing work, meeting deadlines, problem solving, working together as a team, learning to deal with frustration, perseverance. The goals of these programs center around improving a child's self-esteem/self-efficacy and promoting attachments with the artist, social service providers, and other youth involved in the project.

#### **NEXT STEPS FOR YouthARTS DEMONSTRATION PROJECT**

Atlanta, Portland, and San Antonio have completed their individual work programs for the first phase of pilot program testing. An evaluation logic model developed by Caliber Associates incorporates a flow chart diagram of program goals, design and intended outcomes as well as evaluation protocols. Each city has completed this logic model for their "test" program.

Caliber Associates will continue to work with each agency to refine its logic model, define common elements across the three cities, assist in defining data that needs to be collected, develop evaluation instruments, and provide assistance in evaluating findings.

Each city is also developing a team training process based on identified common features and the city's past experience in artist training. The application of this process will be documented and assessed. Based on this assessment, either one model or several models will be developed for team training for artist and staff working with youth arts programs.

#### **AGENCY AND TEST PROGRAM PROFILES:**

##### **San Antonio Department of Arts and Cultural Affairs**

The Department of Arts and Cultural Affairs (DACA) is a full-service local arts agency for the City of San Antonio and Bexar County, Texas. Programs include: \$2.9 million in grant assistance, arts in education, cultural and heritage tourism, comprehensive audience development research, public art, information dissemination and active involvement with other inter-agency City initiatives addressing transportation, economic and community development, youth and urban design.

In 1993, in response to the City's pro-active and aggressive youth priorities and to the rise in juvenile crime, DACA designed the Urban smARTS program.

#### **Urban smARTS, San Antonio, Texas**

Urban smARTS is an after-school program which uses the arts as a primary tool to prevent 11-13 year old children from entering the Criminal Justice System. The target population is comprised of mostly Latino and African American youth. The program provides daily arts instruction, a safe haven for the youth, comprehensive case management, daily nutrition, transportation, and field trip projects.

A maximum of 60 students in each of seven middle schools participate in the 14 week after-school program beginning in February and ending in May of each year. Students are identified by the school liaison, caseworkers or municipal court judges. The curriculum is designed and taught by a collaborative team of three professional artists at each site. Media include music, theater, dance and the visual and literary arts. Once a week, students are scheduled to participate in violence prevention and self-esteem building modules presented by case-management staff.

The program is a partnership between the City of San Antonio Departments of Arts and Cultural Affairs and Community Initiatives and the San Antonio and Southwest Independent School Districts.

#### **Portland, Oregon Regional Arts and Culture Council**

In 1995, the Regional Arts and Culture Council (RACC) completed a successful transition from a City of Portland bureau to a non-profit organization with board representation, funding and programs encompassing its three county-metropolitan region. Programs and activities include grants, public art, arts in education, neighborhood arts, youthARTS, multi-cultural outreach, technical assistance, public information, cultural tourism, economic impact surveys, cultural planning and resource development.

RACC has been engaged in programs for at risk youth for over ten years. Many partnerships have grown out of its nationally recognized Arts in Education program, including: Street SmARTS at the Greenhouse, an educational site for homeless teenagers; Project Counteract, a 45 day program for drug and alcohol affected teenagers within Portland Public Schools; the Albina Mural Project, a partnership with the Private Industry Council that provided apprenticeship summer jobs to kids in a low income, high crime, predominantly African American neighborhood; the Migrant Mural Project, a summer education program for Hispanic youth; the Cultural Recreation Band for low income, at risk youth; numerous artists' residencies in detention facilities.

Now RACC is embarked on a new partnership with the Multnomah County Juvenile Justice Division to provide an ongoing series of arts mentorships,

residencies and classes as intervention strategies for at risk youth. The new program dovetails with the County's implementation of an integrated services model, using neighborhood based non-profit social service agencies as sites for multiple family support strategies. RACC is committed to a long-term partnership and to enhancing the quality and consistency of youth services through carefully designed training and orientation for participating artists as well as improved evaluation of program effectiveness.

#### **YouthARTS Percent for Public Art Program**

The Regional Arts and Culture Council has formed a partnership with the Multnomah County Juvenile Justice Division to provide an ongoing series of arts classes as intervention strategies for youth on probation status. The program teams an artist in residence with caseworkers and program administrators. A critical component is the involvement of the youth's family in the project.

The first session of the ongoing program began in May 1996 with 15 youth ages 15-16 years in a 12 week after-school session focused on printmaking. The youth will be involved in all aspects of producing an art exhibition, including creating the artwork, framing it, mounting the exhibition, designing the invitation, creating the press kit, making press contacts and hosting the opening reception

The goals of the program are to teach arts skills, raise self esteem, teach life skills such as beginning and completing a project, create opportunities for strengthened peer, mentor and family relationships and to create a quality art project for public display.

#### **Atlanta, Georgia Fulton County Arts Council**

The Fulton County Arts Council (FCAC) was established in 1979 to assist the Fulton County Board of Commissioners in developing public policy regarding the support of activities and programming of individual artists and non-profit arts and cultural organizations throughout the county. FCAC administers several programs that target youth which support Fulton County's overall mission of people, families, neighborhoods:

FCAC's Contract for Services program funds approximately 140 arts and cultural organizations and over 39 individual artists of the highest quality in all disciplines for many programs that target and/or include youth programming.

FCAC also support several projects under the umbrella of the Neighborhood Arts Program: the School Arts Program, a ten-year partnership between FCAC and the Fulton County Board of Education that supports visiting artists in 57 schools for grades K-12 (55,000 children); a long-term residency pilot program; the National Faculty/the Smithsonian Pilot Program for teacher training; the Arts and Human Needs program, bringing arts to underserved populations such as youth at risk,

people with disabilities, homeless and senior citizens; South Fulton Arts Center and the Abernathy Arts Center, facilities which offer year round arts classes; the Super Summer Arts Camp, serving over 750 children each year.

Many partnerships have grown out of the South Fulton Arts Center year-round and summer programming, including an advanced camp for youth and collaborations with the Atlanta Substance Abuse Program of the County's Mental Health Department; the Juvenile Court's probation and detention divisions; Fulton County Housing Authority's two southside public housing developments; South Fulton Therapeutics (for MMH youth, LD and BD youth) through the Recreation Department and Fulton County Recreation Department's Super Summer Camps that serve over 1400 children every year.

### **Art-at-Work II Program**

Art-at-Work II is based on Fulton County Art's Council successful Art at Work I arts-based job training program for local youth aged 14-18. The goals of the program are to provide quality arts experiences, raise self esteem through personal self expression, expose youth to career opportunities in the arts, and teach basic job skills and development of work habits.

The goals of the program are realized through the students' complete training in drawing/painting, sculpture, print-making and photography and the subsequent exhibition and sale of their work locally. The students are involved in all aspects of production and marketing as they work in conjunction with the gallery/exhibition space to assist in the actual assembly of their exhibit.

The difference between the two programs is that Art-at-Work II is designed as an intervention program and is a partnership with the Fulton County Juvenile Court and the Fulton County Arts Council. Participants in the program will be first time status offenders recruited through their probation officers to comprise an experimental group. The program will begin in the fall of 1996 involving 15 youth, ages 14-20 in the year long program.



Regional

Arts

ARTS AND CULTURE ARE THREADS THAT WEAVE OUR COMMUNITY TOGETHER.

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Council



The Regional Arts &  
Culture Council

is a non-profit organization with a mission of leadership and support for arts and culture throughout the tri-county Portland metropolitan region. The organization operates multiple programs to achieve its mission:

# Art works

Public Art

Percent for Public Art  
Visual Chronicle of Portland  
Collection Management and Conservation

Arts in Education

Artists in Residence  
Architects in Residence  
ArtsPlan Schools

Community Development  
and Planning

ArtsPlan Implementation/Cultural Planning  
Neighborhood Arts Program  
YouthARTS  
Cultural Tourism

Grants and Services  
to the Field

Institutional and Operating Support  
Special Project Grants  
Community Planning Grants  
Professional Development and Technical Assistance  
Arts Management Assistance Program (Arts/MAP)



1996  
Local arts councils serve 17 of 23 regional communities.

The Oregon Symphony's 100th Anniversary

The Regional Cultural Tourism Coalition is born.

Portland Art Museum presents the Imperial Tombs of China.

1995  
MAC becomes the non-profit Regional Arts & Culture Council (RACC)

The NEA survives, but national arts funding is slashed to \$99.5 million.

1994  
Gresham passes 1.33% for art for their new City Hall.

The lights go out for Portland Civic Theatre.

The Portland Water Bureau & MAC restore the 94-year old "Elk" sculpture.

## **We are our Culture**

All over Oregon, a new culture is emerging. The world is changing. So are we, as we discover new ways of communicating, of working, of playing, of living together. ¶ But as we evolve, there is much we long to secure: our heritage, the environment, our neighborhoods, our communities. We crave places where we and our children can be safe and strong, nurtured even as

## **RACC helps**

we are challenged. Maya Angelou, whose writing has captured the American Soul, once said: "When members of a society wish to secure that society's rich heritage

they cherish their arts and respect their artists. The esteem with which we regard the multiple cultures offered in our country enhances our possibilities for healthy survival and continued social development." ¶ The arts are a current in this sea of change. The Regional Arts & Culture Council is helping chart our course for the future. ¶ Encourage a musician to mentor a disaffected teenager. Bring puppetry to the parks. Help assure the Ballet for generations to come. Weave our culture throughout our lives. Advocate for the first arts dollars ever from a local city government. ¶ That's The Regional Arts & Culture Council. Helping us build our communities together.

( **R :** RACC'S Role: ◎ Plan for the future, assuring arts and culture remain central to our quality of life. ◎ Advocate for the dollars that are basic public funding for our artists, writers and performers and their arts and cultural organizations. ◎ Invest nearly \$4 million in grants and programs each year, to encourage all types of arts & cultural activities. ◎ Build a network of leadership and community cultural groups to meet citizen interest in arts & culture in every town in the metro region. ◎ Create connections, so that every person in the tri-counties has access to the arts.

1993

Clackamas and Washington  
County begin regional arts  
funding through MAC.

1992

NEA's budget sets high  
water mark at \$176 million:  
61 cents/capita.

MAC begins developing  
local arts councils  
throughout the region.

Arts Plan 2000+ Final Report:  
72 recommendations for  
action by 1996.

# Things look different



( the INVESTMENTS  
of RACC:



73% of the region's citizens say  
• their quality of life is improved  
by arts and culture.

The Arts in Education program  
joins MAC.

MAC convenes the Cultural  
Diversity Task Force, sets  
policies for inclusion and  
diversity.

Pacific Ballet Theatre and  
Ballet Oregon consolidate as  
Oregon Ballet Theatre.

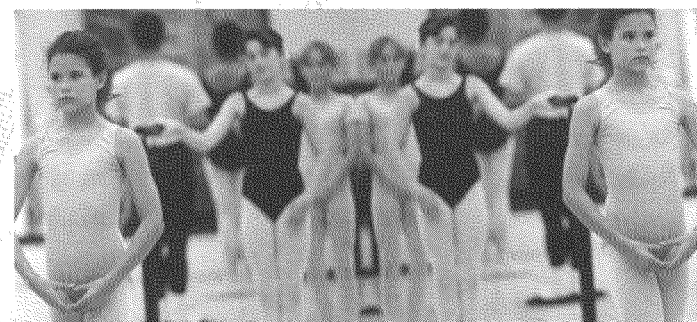
## The Quality in Life

It's like the air. It keeps you going. You don't even notice until you're somewhere else, in some other city besides Portland and America seems homogenized: Every city seems the same. ¶ But things look different here. Otters and elk on street corners. Beautiful, bold

# nt here.

buildings. Lighted bridges and suburban museums. Festivals, fairs and celebrations. Art is everywhere. And RACC helps. ¶ In our schools, before and after the bells ring; in neighborhood centers, in libraries, on our stages and in our concert halls, performers and artists

are our working partners. They help us reach and teach our children. They define the quality in "quality of life". ¶ Folk artists. Furniture designers. Sportswear designers. Taiko drummers and African dancers. Jazz musicians. Advertising trendsetters. Poets and playwrights. Fountain-builders and filmmakers. Weavers and calligraphers. Architects. Parents. Every kid on every playground. ¶ Creativity is in the air. In everyone. A necessity for the next century.



Between 1990 and 1998, the RACC Public Art Program will invest over \$5.7 million in the art that graces our region's public buildings, parks and thoroughfares. • Examples of the 1990's additions to "The Region's Public Art Collection", overseen by RACC: 1990: Oregon Convention Center (\$750,000) 1991: Mid-County Health Center (\$35,000) 1994-1999: 15 Portland Parks projects (\$400,000) 1994: Elk Sculpture restoration (\$8,000) 1996: Gresham City Hall (\$90,000) 1997: Central Library, Multnomah County (\$165,000) 1998: Westside Lightrail to Hillsboro (\$2,000,000).

## Art is Soul Music

As the economy tightens,

possibilities seem to shrink. The Regional Arts & Culture

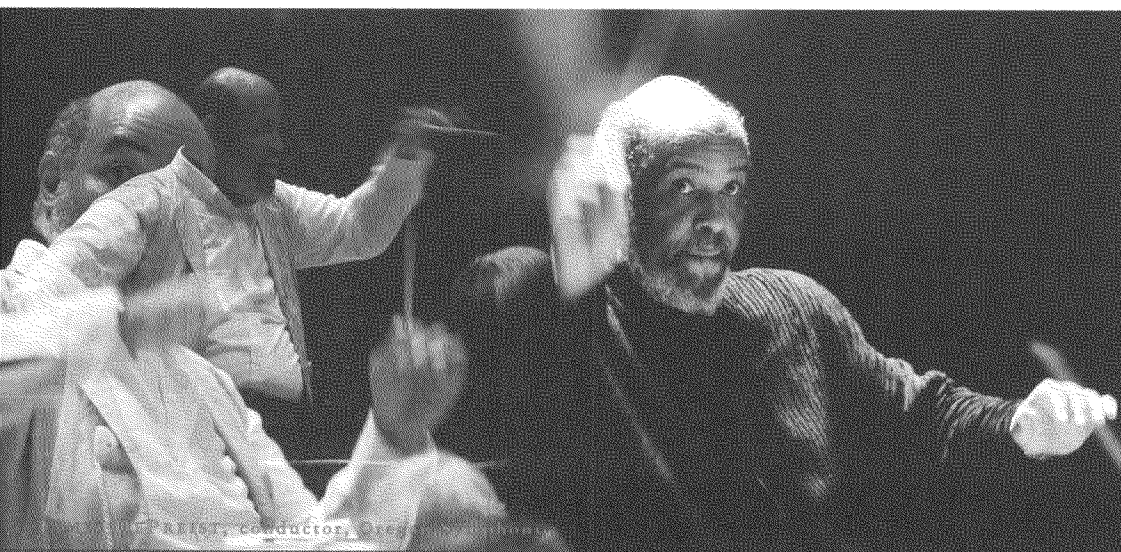
Council says: "THE ARTS AREN'T EXTRAS – THEY'RE THE

ESSENTIALS." Through the arts we hear an echo of ourselves.

We imagine other cultures and other times. We walk in one

another's shoes. ¶It's the 90s. Our computers move faster than

we do. We can't work all the time. The arts are a way home, a



( I : The Investments of RACC's arts education programs include: • *Artists in the Schools*: involving artists of all disciplines with students in classrooms and for assembly performances. 30,000-35,000 students served annually. • *Architects in the Schools*: connecting local architects with teachers and students to integrate studies of the built environment with classroom curriculum. 2,500-3,000 students served annually.



1985  
Portlandia navigates the Willamette to her new home on Michael Graves' Portland Building. "The most important public art event in the last 90 years." Tom Wolf

1984  
Pioneer Square dedication – Portland's new "living room" welcomes all comers.

MAC initiates critical "operating grants" for distinguished arts institutions.

1983  
The Beaverton Arts Commission is formed.

way to get out of the house, a way to lift our spirits, meet our neighbors, giggle with the kids. Rock at concerts. Indulge in weekly piano lessons. Picnic at concerts in lush neighborhood parks. Engage hearts and heads all at once. Dress up for big brassy musicals and applaud just as loudly for community theatre. Rove the region, seeking craft fairs and festivals – find that one-of-a-kind experience. ¶ Growing the arts is what RACC does daily.

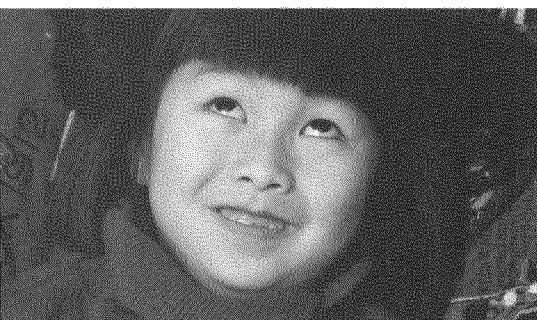


• *ArtsPlan Schools*: supporting innovative partnerships between educators and the arts community through direct grants, teacher and artist professional development and learning assessment. Pilot sites served over 3,000 students in 1995. • *YouthARTS*: helping "at risk youth" through arts-based programs: RACC is a national leader in improving program evaluation and in training artists to work in social services settings.

# Connect the Dots

Every urban plan addresses it. Every sociologist says it: We're building walls where we need bridges. There must be a better way. ¶It's time to reconnect. Generation to generation. Neighbor to neighbor. Past to present. Culture to culture. Remind ourselves we have history, both shared and distinctly individual. ¶How do we do that? One answer: Arts and culture – a universal language. Through the humanities, we can cross cultural barriers. Art helps black speak to white, Asians to Hispanics, young to old, sometimes even husband to wife. ¶The Regional Arts & Culture Council helps people in communities throughout the region meet and connect and build their unique cultural identity. We share our powerful voice as their advocates. We encourage learning, collaboration and self-expression. ¶Mostly, though, we give seed money and offer expertise through four RACC operating programs and grants of all shapes and sizes, to artists and arts organizations, communities and coalitions. We nurture the "ecology" of the cultural community, from the fledgling animator to the professional ballet. We bring arts and culture closer to the people, to help craft closer connections between us all.

# It's time



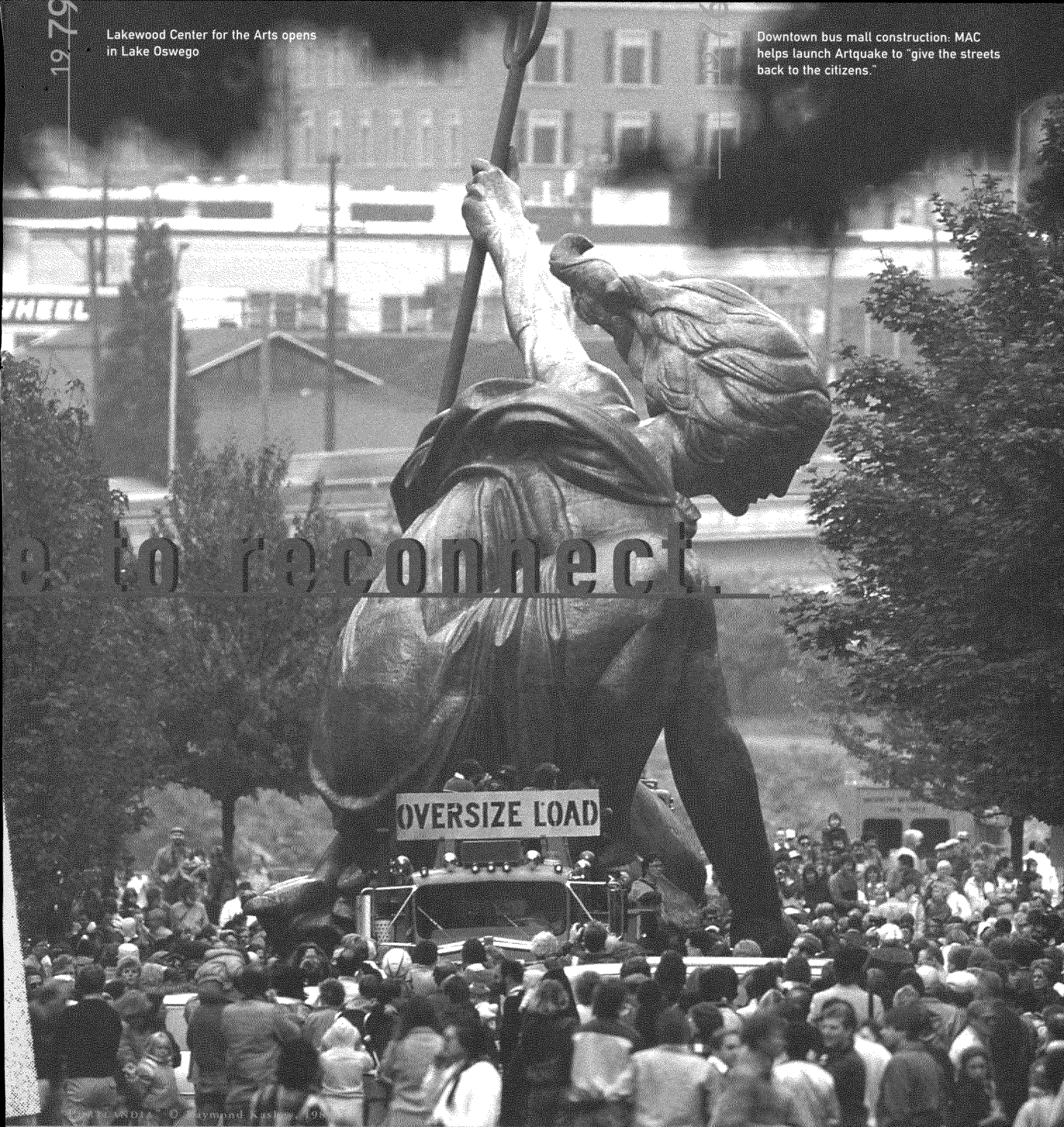
It's the economy. No matter how you slice it, the economy drives the region's quality of life. Creativity increasingly impacts the dollars generated here and everywhere. • RACC has tracked spending and employment by the region's non-profit arts industry since 1981. Employment has grown from under 900 to over 2,300 full time jobs. Spending has increased from \$13 million to \$61 million – a 300% increase. • And these are the direct figures for non-profit organizations only. They don't include the economic impact of advertising, graphic design, recording artists, or the film industry. Nor do they include the impact of Oregon's fastest growing industry – local and statewide tourism.



Lakewood Center for the Arts opens  
in Lake Oswego

Downtown bus mall construction: MAC  
helps launch Artquake to "give the streets  
back to the citizens."

# to reconnect.



the INVESTMENTS  
of RACC:





1975

Will Vinton & Bob Gardner win Academy Award for "Closed Mondays".

1973

The City of Portland and Multnomah County jointly found the Metropolitan Arts Commission (MAC).

1972

The City of Portland adopts its trailblazing "Downtown Plan".

Portland Center for the Visual Arts, the first U.S. "alternative space", opens as part of Old Town revitalization.

# Recipients of RACC \$\$\$

In its first 13 months of operations: 26 Books, Mary Jo AbiNader, Adam Bacher, Elizabeth Adams, Judy Aiello-Carucci, Al-Andalus, Alameda Community Playground, Alder House Arts, Raymond Alexander, Albert Alter, Carolyn Altman Dance Co., Kevin Anderson, Art Gym, Marylhurst College, ArtNet, Art Work, The Artback, Artist Repertory Theatre, Artquake, Arts

Action Alliance of Clackamas Co., Arts Celebration, Arts Council of Tigard, Tualatin & Sherwood, Art Works Indigenous Artifacts, Elizabeth Atly, Ilan Averbuch, Kelley Baker, Beaverton Arts Commission, Manda Bradlyn Beckett, Ellie Belew, Laura Bender, Paul Bennett, Jan Beran, Joseph Biel, Blackfish Gallery, Bluegrass on the Green, Dusty Brown-Cline, Sue Brantley, Bridger Elementary School, Newel Briggs, Broadway Rose Theatre, Michael F. Brophy, Sandy Brooke, Greta Brunschwyler, Deborah Butterfield, Cafe Lena, Mark Calderon, Robert Calvo, Carolyn Campbell, Jaye Campbell, Canby Arts Association, Patrece Canoy, Cappella Romana, Inc., Lenny Carlson, Eva Castellanoz, Cathedral Park Jazz Festival, Christine Caton, Center for Endangered Arts, Centro Cultural of Washington County, Antonio Centurion, Straight Shooting, Wayne Chabre, Chamber Music Northwest, Vilay Chanthavong, Child Service Center, Choral Cross Ties, Chvatal/Kritzer Duo, City of Portland/Kurabu Trust, Clackamas County Historical, Clinton Street Theater, Elizabeth Collings, Columbia Symphony Orchestra, Community Music Center, Concord Choir, Inc., Anne Connell, Contemporary Crafts Gallery, Jonnel Covault, Jennifer Craig, Patricia Craig, Adrienne Cruz, Nan Curtis, Fernanda D'Agostino, David Douglas School, Gwen Davidson, Sher Davidson, Jana Demartini, Jeannette DeNicolis-Meyer, Akbar DePriest, Baba Wague Diakite, Trang Do, Documentary Arts, Inc., Deborah Dombrowski, John Domini, Sally Donovan, Gretchen Douglas, Dream's Well Studio, John Early, Eastern Washington University Art Department, Martha Jean Ebner, Paula Cook Eckman, Ed Edmo, Edwards School, Eighty-Eight Keys Foundation, B. J. Eiswerth, Estacada Grade School, Fear No Music, Lonnie Feather, Flooney's Theater Co., Geraldine Foote, Bobby Foucher, Nondini Fox, Terry Furchgott, Jon Geirlich, Jay Gerard, Barbara Gilson, Tim Giugni, Carole Glauber, Gold Leaf Restoration, Keith Goodman, Gresham Art Committee, Lorenzo Guel, Joan Gunness, James Haining, Jacklyn Hamberg, Joel Hamberg, Wendy Hambidge, Elaine Harper, Jay Harris, James Harrison, Randy Hayes, Lena Star Helen, Nancy Helmsworth, Andrew Hill, Nicholas Hill, Hillsboro Community Arts, Andee Hochman, Sean Hoessli, Stacy Holmes, Homowa Foundation, Deborah Horrell, Jan Hurst, IMAGO, Individual Living Resources, International Theater Festival, Interstate Firehouse Cultural

# Art works

Center, Mario Jackmon, Brenda Jaeger, George Johanson, Hiawatha Johnson, Linda K. Johnson, Lynn Josse, Jennifer Joyce, Kalakendra, Doug Katagiri, Katsura Press, Jane Keating, Julie Keefe, Liz Kever, Ann Kendellen, Helen Kennedy, Salauddin Khan, Larry Kirkland, Kay Kirkpatrick, Carol Knutson, Michihiro Kosuge, Edna Kovacs, Richard Kraft, Scott Kritzer, Phillip Krohn, Joanne Krug, Roger Kukes, Cynthia Lahti, Lake Oswego Festival Arts, Lakewood Theatre Company, Carmela Lanza, Devin Laurence, Lazarus Art Society, Inc., Suzanne Lee, Charlotte Lewis, Patti Lewis, David Lichtenstein, Brian Lindstrom, LitEruption, Llewellyn School, Mary Loftin, Peter de Lory, Jackie Loucks, Dana Lynn Louis, Susan Mach, Rae Mahaffey, Noun Manisay, Rick Manning, Patricia Martinelli, Mary Oslund Dance & Company, Jerry Mayer, Mary Jane McIntee, McKay Elementary School, Greg McKelvey, Jack McLarty, Media Rites, Bonnie Meltzer, Michael Menger's Really Big Dance Co., Menlo Park School, Don Merkt, Metro Arts Kids Camp, Metro Youth Symphony Association, Metropolitan Events, Mill Park School, Miracle Theatre Group, Paul Missal, Mittleman Jewish Community Center, Molalla Chamber Commerce, Denise Morrise, Mountain Writers Series, Mt Hood Pops Orchestra, Mt Hood Repertory Theatre, Ann Munson, Toshiko Namioka, Neighborhood Outreach Association, Carol Newman, Lang Nguyen, Jennifer Nihn, Debra Norby, Northwest Print Council, NW African-American Writers, NW African-American Baller, NW Business Committee for the Arts, NW Film Center/Eastwind Center, NW Theatre for the Deaf, Gail O'Neill, Odyssey Productions, Ojo Tuntun, Frank Okada, Old Town/Chinatown Comm, OOMPH, Operation About Face/PDSI/OLD, Oregon Commission Children & Families, Oregon Ballet Theatre, Oregon Center Photography, Oregon Children's Theatre, Oregon Folk Arts Program, Oregon Puppet Theatre, Oregon Repertory Singers, Oregon School of Arts & Crafts, Oregon Stage Company, Oregon Symphony Association, Oregon Trail Pageant, Valerie Otani, Pacific NW College of Art, Pacific University, Lucinda Parker, Barry Pelzner, Gail Pendergrass, Carola Penn, Katherine Petersen, Don Peting, PICA, Dave Pinyerd, Drew Pisarra, Orleonok Pitkin, Lillian Pitt, Portland Accessible Theatre, Portland Actors Conservatory, Portland Art Museum, Portland Baroque Orchestra, Portland Center Stage, Portland Guitar Society, Portland Lesbian Choir, Portland Opera Association, Portland Poetry Slam, Portland Repertory Theater, Portland Youth Philharmonic, Jack Portland, Portsmouth School, Luciana Proano, Thomas A. Prochaska, PSU Contemporary Dance, PSU Piano Recital Series, PSU School of Extended Studies, Yariv Rabinovitch, Remedios Rapoport, Christopher Rauschenberg, Redland Elementary School, Reflex Magazine, Carlos Reyes, Llewellyn J. Rhoe, Elizabeth Richard, Richmond School, Gary Rogowski, Rich Rollins, Roosevelt School, Rose City Flute Choir, Patrick Rosenkranz, Michelle Ross, William Rutherford, Sam Barlow High School, Sandunga, Sandy Arts Society, Sandy Community Players, Tad Savinar, Christopher Schindler, Michael Schlichting, Debra Schwarze, Shadowplay, Isaka Shamsud-Din, Brian Shannon, Jay Shisler, Maria Simon, Sinfonia Concertante Orchestra, Sitton School, Nate Slusarenko, Arvie Smith, Mark R. Smith, Dionysia Sofos, T. Ellen Sollod, Don Sprague, Jean E. Spraker, Primus St. John, Elizabeth Stanek, Tim Stapleton, Patrick Stearns, Michael Stirling, Sandra Stone, Debra Stoner, Anne Storrs, Lenanne Sylvester, Jonathan Taggart, Lynn Takata, Mike Taylor, Tears of Joy Theatre, Theatre in the Grove, Third Angle New Music, Melinda Thorsnes, Tiempo Caribe, Touch Monkey, Touchstone School, Jay B. Tracy, Mihn Tran, Triangle Productions, Tualatin Arts Group, Diane Tutch, Tygres Heart Shakespeare Company, Jane Unger, Kate Veneroso, Larry Verdoorn, Heidi Vorst, Warner Pacific College, Frederick Walters, Susie Wesp, White Horse Studios, Lli Wilburn, Wilcox Elementary, Wild Cheetahs, Bill Will, Willamette Falls Symphony, Marge Wintermute, Women Caucus of Art, Janovec, Woodstock Elementary, World Place Project, Christy Wyckoff, Linda Wysong, Keiko Yamanouchi, Young Audiences. And the list grows daily.

( C : Contributors to RACC: The Regional Arts & Culture Council is a unified non-profit organization designed to serve every citizen in the metropolitan region from Hillsboro to Gresham to Tigard and Milwaukie. © Clackamas, Washington, and Multnomah Counties, City of Portland, Metro, the National Endowment for the Arts and the Oregon Arts Commission support the arts by funding the Council. Practically speaking, one outfit "does it all". Though the effect is substantial, RACC's mission is simple: Leadership and support for arts and culture throughout the tri-county Portland metropolitan region.

## Thank You

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other photography throughout

"The Thread", "The Funnel"

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Regional Arts & Culture Council

# RACC helps

## Design

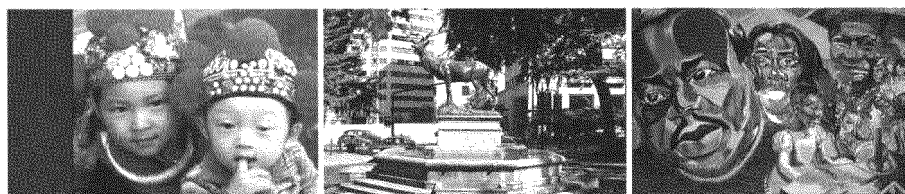
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## INTRODUCTION TO THE CIC

The Citizen Involvement Committee (CIC) of Multnomah County, Oregon was created by a vote of the people in 1984. [Ref: Chapter 3.75 Multnomah County HomeRule Charter]. The Charter establishes: the Office of Citizen Involvement to develop and maintain citizen involvement programs and procedures designed to facilitate direct communication between citizens and the board of county commissioners; a citizens' committee [process established by ordinance #664]; sufficient funds for operation of the office and the committee [county discretionary funding supports the office - general fund - property tax revenue]; and, the authority of the committee to hire and fire its own staff.

The CIC is a twenty-five member citizen volunteer committee. Five members come from each of our four commission districts, nominated by citizen participation organizations, neighborhood associations, neighborhood district coalitions, or community groups. Five additional members are chosen at-large, representing various civic boards and grassroots non-profit groups in the county. Membership is diverse in all respects. We operate with a staff of three F.T.E. and a small materials and services budget.

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► **CIC's mission:** THE CITIZEN INVOLVEMENT COMMITTEE (CIC) WILL INVOLVE, EDUCATE, EMPOWER AND INTEGRATE THE PEOPLE OF MULTNOMAH COUNTY INTO ALL ASPECTS OF POLICY- AND DECISION-MAKING WITHIN COUNTY GOVERNMENTS.

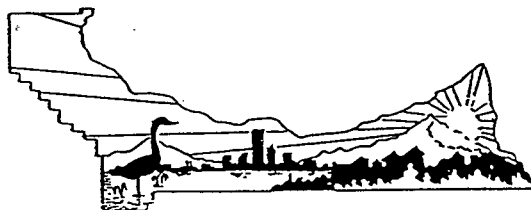
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The CIC does not involve itself in the merits of issues, but rather with the merit of the processes which shape the issues. The CIC annually: conducts public forums; nominates individuals to county boards and commissions; coordinates the Citizen Budget Advisory Committee (CBAC) process; produces and distributes both regular and special publications [CONDUIT, CITIZENS INVOLVED, SERVICE DIRECTORY, etc.]; participates in local and regional citizen involvement activities, such as, the Regional Institute for Citizen Participation (RICP) and the Metro Committee for Citizen Involvement (MCCI); and facilitates Multnomah County's Annual Volunteer Awards.

Our program uses citizen volunteers to inform citizens about the issues, connect citizens with the decision-makers who are actively engaged in arriving at solutions, and help citizens to contribute to the final outcomes. We try to engage citizens at the earliest possible moment, before all the decisions are made.

The CIC works to help create: Cost-effective government; improved perception of government services; improved knowledge of elected officials; added professional skills and education; additional resources; and, strong democracy.

[For additional information: call 248-3450, or write Office of Citizen Involvement, 2115 S.E. Morrison, #215, Portland, OR 97214].



**(D) Structure for Citizen Involvement Process**

(1) The functions and responsibilities of the Citizen Involvement Committee within the County's citizen involvement process may include, but not be limited to, the following:

(a) An ongoing study and discussion of the county's priorities, programs, and procedures, including budget preparation and amendment.

(b) Recommendation of an action, a plan, or a policy, to the board of County Commissioners or any department on any matter impacting the life of the county, including, but not limited to: health, mental health, parks, corrections, jails, animal control, assessment, taxation, elections, citizen participation, cable television, crime prevention, mediation, and libraries.

(c) A strengthening and encouragement of Department Advisory Boards and Budget subcommittees and cooperation with existing boards, subcommittees, and commissions.

(d) Written reports to the board of County Commissioners at least every six months outlining its activities and summarizing its recommendations to the Board of County Commissioners. The Board of County Commissioners shall respond in writing to the semi-annual reports of the Citizen Involvement Committee.

(e) Responsibility for the hiring, supervision, and discharge of its staff as may be necessary to execute functions and responsibilities of the Citizen Involvement Committee. The Citizen Involvement Committee shall act in accordance with County Personnel Ordinances and Regulations.

(f) Election of a Chair and adoption of rules or procedures for the operation of the Committee.

(g) Review of the size and representation of the committee every five years.

(2) The Citizen Involvement Committee shall abide by the laws regulating open meetings and open access to all

information.

(3) The activities and expenditures of the Citizen Involvement Committee shall be conducted in accordance with all applicable Federal and State laws and all county ordinances and regulations.

**(E) Office of Citizen Involvement**

(1) There is established an Office of Citizen Involvement of Multnomah County which shall, at a minimum, consist of a director and secretary. this office shall be adequately funded.

(2) The Office of Citizen Involvement shall develop procedures to:

(a) Establish and broaden official channels for two-way communication between the citizens and the board of County Commissioners, elected officials, and department administrators.

(i) Such channels shall provide for both sharing of information from the county regarding the government and its services and the presentation of specific concerns and recommendations by citizens from the several Districts of Multnomah County.

(ii) Schedule twice yearly reports at a Board of County Commissioners' Informal meeting regarding activities and plans of the Citizen Involvement Committee.

(b) Increase the number of citizens participating in county government. Recruit a wide variety of volunteers without regard for age, sex, race, creed or sexual preference.

(c) Maintain an up-to-date file of individuals interested in participating on county boards, commissions, and committees and recommend individuals for appointment to county boards, commissions and committees.

(d) Record minutes of meetings of the Citizen Involvement Committee, including a record of attendance and votes.

(e) Develop and maintain a resource library regarding citizen involvement, including information about past county programs, as well as other data and educational sources.

(f) Develop a budget and keep financial

records using established county methods.

(g) Act as liaison with the Office of Neighborhood Associations of the City of Portland, Gresham Neighborhood Associations, District Coalitions, and other cities and community offices.

(h) Aid and educate citizens in the process of citizen involvement.

(i) Carry out the policy directions of the Citizen Involvement Committee.

(3) The Office of Citizen Involvement shall act in accordance with all applicable Federal and State laws and the County ordinances and regulations.

**(F) County Notice to and Cooperation with the Office of Citizen Involvement.**

(1) All county officials and their staffs shall cooperate in providing information as requested by the Office of Citizen Involvement.

(2) All county departments and divisions of county government shall cooperate in providing information as requested by the Office of Citizen Involvement.

(3) The Chair of the Board shall place Citizen Involvement Committee presentations on the Board of County Commissioners' Informal or Formal agenda annually, or as requested by the Citizen Involvement Committee.

**MULTNOMAH COUNTY CODE  
2.30.640. Citizen Involvement**



**Citizen Involvement Committee (CIC)  
2115 S.E. Morrison, #215  
Portland, OR 97214  
(503) 248-3450  
FAX: (503) 248-3048**

# 1996 VOLUNTEER AWARD CEREMONY

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Presented by THE MULTNOMAH COUNTY CITIZEN INVOLVEMENT COMMITTEE

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## Gladys McCoy Award for Citizen Involvement

Edna Mae Pittman is the 1996 recipient of the Gladys McCoy Award for Citizen Involvement.

Over a long career of community involvement, Pittman has worked on a variety of mental health, youth and neighborhood issues.

Pittman was a founder of the Garlington Center Community Mental Healthcare (formerly called the North/ Northeast Community Mental Health Clinic. She became interested in mental health issues and the lack of services for minority residents of north and northeast Portland while studying at Portland State University. The mother of six children, she returned to college, earning a Bachelor's degree 1984 and a Master's in Public Administration in 1986.

As President of the Center's Board of Directors from 1980 to 1986, she helped the center gain federal funding and establish needed programs.

She represented Region X (Oregon, Washington, Idaho and Alaska) on the National Council of Community Mental Health Centers.

During the time that her

children were in school, Pittman served on the Portland School District's Emergency School Aid Act (ESAA) Committee and chaired the Title VII Advisory Committee. She was President of the Binsmead PTA.

Among her other community activities were: Secretary, Vernon Neighborhood Association; member, Governor's Advisory Committee on the Prevention of Child Abuse; State Welfare Review Committee; Multnomah County Community Health Council; North Precinct Citizen Advisory Committee (Portland Police Bureau); President, National Council of Negro Women, Portland Chapter.

Edna Mae Pittman continues her community activities. As a member of the Board of Directors of the Portland Youth Philharmonic, she organized a Peer Mentor program to provide music lessons to children whose parents cannot afford them.

Another of her on-going efforts is art scholarships for Northeast Portland children. She was instrumental in bringing the Young Artists program to Whiteaker Middle School, which



**Edna Mae Pittman**

resulted in 165 Whiteaker students receiving scholarships to the Portland Northwest College of Art.

The Gladys McCoy Award was established in 1994 by the Multnomah County Citizen Involvement Committee to honor persons who given outstanding volunteer service to the community in the area of citizen involvement. The first Award recipient was William (Bill) Gordon, in 1995.

# 1996 VOLUNTEER AWARDS

Each year the Multnomah County Citizen Involvement Committee honors persons who have volunteered their time, energy and ideas to Multnomah County's programs in an outstanding and exemplary way. Volunteers are nominated for the award by department directors and program managers.

## MULTNOMAH COUNTY LIBRARY

The Multnomah County Library uses volunteers in all aspects of its operations. Currently 680 persons are volunteer with the Central Library and 14 branches. Representative of these volunteers are:

**Elizabeth (Betty) Hager** and **Ruth Peterson** have volunteered in the Art and Music section of the Central Library since 1988, where they prepare and catalogue pictures for the "picture file", which contain over 2,000 subjects.

**Elizabeth (Betty) Moore** volunteers at the Capitol Hill Branch Library every week to check in mountains of books, clean and repair books, and check to make sure the information is accurate.

**Clara Hartman** has volunteered over 1,500 hours at the Gresham Regional Library and currently takes responsibility for training new volunteers.

**Josh Baruch** is a dependable, professional and bright young volunteer who has become an integral part of the staff at Capitol Hill Branch Library. He routinely does sophisticated work with the computer system and many other tasks.

**Esther Romero** is one of six volunteers who conduct "Spanish Language Story Time" at the Villa de Clara Vista Apartments in N.E. Portland. She is a talented story teller and is able to keep active children, ages 4 to 14, interested and engaged. Without her the Library's Spanish Story Time would not be possible.

**Margaret Nelson** has volunteered at Gregory Heights Branch Library for 12 years, contributing 1,200 hours. Every Tuesday morning she checks in hundreds of books and prepares "holds" for patrons who will pick them up later.

**Rhoda Rosenthal** volunteers at the Woodstock Branch. She cheerfully cuts out 25 paper bears, 25 shirts, 25 pairs of pants, 25 shoes and 25 caps to dress the bears one week, and then is just as willing to cut out 200 Valentine hearts the next week. She happily performs all sorts of jobs.

**Sarah Carlson**, a busy Cleveland High School student, finds time to volunteer at the Woodstock Branch Library. She helped 10 or 12 hours a week with the 1995 Summer Reading Program and does a number of clerical and computer jobs.

**Ray and Rae Scofield** -- (He-Ray and She-Ray) have given about 2,000 hours to the Gresham Regional Library where they help check in books each week. Their love of books caused them to choose the library as a place to give their time and talents after retirement.

**Kay Marie Bell**, better known as "Foggy", has given a day each week to the library for the last





five years, totaling 2,000 hours. She helps the staff at the "Title Wave Book Store", where the library sells discarded materials, and volunteers weekly at the North Portland Branch where she serves on the "weeding" team, sorting out old and damaged books to make room for new ones.

**Frances Portillo** was appointed to the newly reorganized Metropolitan Human Rights Commission in 1992. She used her organization and facilitation skills to help develop work plans, retreats and diversity training. She also kept MHRC apprised of issues and events in keeping with its mission to protect human rights.

**Alice Perry**, a member of the Metropolitan Human Rights Commission, worked to strengthen ties with the Hispanic community. Her work on a Task Force to study immigration issues contributed to MHRC's success in having a resolution adopted opposing anti-immigration legislation.

**Minje P. Ghim** was appointed to the Metropolitan Human Rights Commission in 1992. Dr. Ghim worked diligently to foster better relations with the Korean community. He organized a Focus Group and acted as liaison with the local Korean community.

**Terry Maxwell** has been a member of the City/County Advisory Committee on the Disabled for several years. He currently serves as vice-chair and liaison to the Metropolitan Human Rights Commission. Because of his persistence, businesses have added disabled parking.

#### **ANIMAL CONTROL DIVISION**

**Dorothy Lucille Robinson** has donated 850 hours to Multnomah

County Animal Control during the past two years. Working at the adoption center at Clackamas Town Center, she has aided the adoption of hundreds of animals.

**Daisha Lyn Halverson** began her volunteer services with Animal Control at the age of 13. She has worked every Monday since July, 1994, logging over 600 hours. She shows and releases dogs and cats, answers questions and does adoption paper work.

**Rose Marie Potter** began volunteering as a reserve animal control officer in May, 1995, one of the first in a new program. She helps with Park Bike Patrol in those parks where dogs are permitted off-leash. During the recent flood, when many people were unable to get to work, she arrived to help. She picked up animals from vets, freeing employees for more crucial jobs. Rose worked over 250 hours in ten months.

#### **COMMUNITY AND FAMILY SERVICES DEPARTMENT**

**Dr. Eugene Taylor**, a retired child psychiatrist, volunteers as a consulting psychiatrist for the Jefferson High School-Based Health Center. He has served the Jefferson community for a number of years as a pediatrician and psychiatrist for the Center for Community Mental Health. For the past five years Dr. Taylor has volunteered his time to consult with the staff at Jefferson, assisting them to help students and their families through crisis.

**Judith Wild** is a member of the Local Advisory Board for the Partners Project and of the Child and Adolescent Mental Health Program Advisory Committee. She is an



unfailing advocate of the value of the family in providing services for children. She has participated in hours of planning, advocacy and training.

**Sandra Jenkins, PhD**, has been an academic guide for students of psychology in the metropolitan area for many years. She has served on the Child and Adolescent Mental Health Program Advisory Committee for three years, helping guide public policy to assist the County to serve all of its children.

When **Bruce Swanson** heard about the severe budget crunch facing Oregon's schools and the resulting cuts to summer programs, he and several members of the Mt. Scott-Arleta community developed the Mt. Scott Center for Learning, based on a successful program at David Douglas, and solicited funds to make it a reality. The program was so successful that they decided to offer tutoring during the school year and to expand the summer program to include math and reading camps.

## DEPARTMENT OF AGING SERVICES

**Jeanne Pulliam** is a long-standing and very active member of the East County Senior Coalition and has spent numerous hours, day and night, in planning and development meetings and public hearings, writing articles and collaborating with others. She gave many hours as a volunteer on the Board for Inter-faith Caregivers (an 18 month project which recruited, trained and matched volunteers with seniors in need of transportation, yard work, housekeeping, etc. Additional volunteer activities include the Helping

Hands Steering Committee of the Elder Safety Coalition and serving on the Portland Multnomah Council on Aging.

**Andy Myers** spends his time on the road, delivering meals or in planning and development meetings to address the needs of the elderly in East County. He has spent the last 4 years as a member of the East County Elder Safety Coalition and then the East County Senior Coalition working on behalf of seniors who are isolated or unaware of assistance available. He advocates and negotiates with the cities of Troutdale, Wood Village, Fairview and Gresham and cautions Multnomah County not to forget those seniors who live in more isolated areas of Bonneville, Corbett and Orient.

**Vivian Grubb** worked as chair of the Senior Resource Council and its precursor, the Senior Center Task Force, which led the effort to establish a senior center in mid-Multnomah County. As director of the Aging Advisory Committee Training Act Project, she developed training to ensure that seniors who serve on advisory committees are prepared and confident.

**Grace Fitzgerald** is an advocate for seniors and a dedicated member of the Senior Resource Council and its related committees. She is currently Chair of the Mid-County Senior Center. Long involved in her neighborhood association, she recently completed her term as Chair of Parkrose Heights.

**Charlotte Schwartz** is a member of the Senior Resource Council, where her business expertise has been valuable. She is particularly concerned with creating opportunities for older workers.



**James Likowski** registered for volunteer work with the Department of Aging Services almost three years ago, saying he wanted to be helpful to someone who cannot do his/her own yardwork. Since then Jim has assisted six low-income seniors in East County. He has spruced up yards, painted a home, done home repairs, assisted with a move, torn down an unsafe camper unit, recycled and removed metal and accumulated trash, cleaned gutters, and supervised a group of 20 realtors in a 1995 senior home improvement project.

## **PORTLAND/MULTNOMAH COMMISSION ON AGING**

**Martha White** has been a member of the Portland Multnomah Commission on Aging for more than seven years, representing Southwest Portland seniors. As a former member of the Citizen Involvement Committee, she was at ease representing PMCOA on the Department of Human Services Citizen Budget Advisory Committee. The Commission will feel the void when Martha steps down from her position in July.

**Shirley McGrew** has been a member of the Portland Multnomah Commission on Aging for six years, representing mid-county. Shirley served ably as an LTC Ombudsman and Committee member and has chaired the Commission on Aging for the past two years. She continues to work on the Executive Committee and evaluates businesses to see if they are "elder friendly".

As a SAFE Housing Ombudsman, **Kirk Hamann** contributed more than 300 hours this past year to help elderly tenants of subsidized

housing solve problems. He assisted tenants fight problems of crime and safety and helped a number of elders avoid eviction and potential homelessness. As a Commission on Aging member he is a strong and powerful voice for low-income, more vulnerable senior citizens.

## **DEPARTMENT OF HEALTH SERVICES**

**Darlene Swan and Steven Cochran** are members of the Multnomah County Community Health Council, a 19 member board of consumers, providers and community members which monitors the County's use of health care funds and serves as a policy board for the Health Department. The Council assisted staff design a survey of patient satisfaction. Darlene and Steven presented their successful survey at the Region X Primary Health Care Conference.

**Bill Davis**, a member of the Community Health Council, has served as Chair of the Council's Budget Committee for two years. He has led the budget committee through the arduous and time-consuming process of reviewing the Department's budget and making recommendations to the Chair and Board of County Commissioners. He represents the Health Council on the Central Citizen Budget Advisory Committee.

## **COALITION OF COMMUNITY HEALTH CLINICS**

The Coalition of Community Health Clinics is a network of eight clinics in partnership with the Multnomah County Health Department to provide health care services



to uninsured people. All clinics are funded by the Health Department.

Among the physicians who volunteer at these clinics are: **Dr. Allan Hargraves** has volunteered for the Volunteers of America (VOA) Senior Clinic for seven years. **Dr. Bonnie Creitz** has volunteered at the VOA Senior Clinic for three years. She ran the twice a month Wednesday clinic for seniors on her day off from her regular position. **Dr. John Blanchard** has volunteered at the VOA clinic for three years and recently obtained the donation of an EKG machine from Providence Hospital. **Dr. Joseph Amato** has been the Senior Clinic's lead physician for several years, giving seven years of service on a weekly basis. He has made important contacts in the community, recruiting volunteer doctors for the clinic. **Dr. James Hatheway** fills prescriptions for the VOA Senior Clinic and seeks donations of medications from doctors' offices. **Dr. Barbara Wagner** is the volunteer Chair of the Portland Adventist Community Services Family Health Center's advisory committee. She volunteers to see patients at the clinic and is always available to advise staff.



**Dr. Keith Valachi**, a Scappoose dentist, has volunteered at Neighborhood Health Clinics since 1991. He visits the clinic each month, treating patients and helping student dental assistants learn new skills.



**Dr. Joseph Cimino** designed and implemented a program which offers volunteer chiropractic services for the uninsured, and recruited Doctors of Chiropractic to volunteer at the clinic. He taught clinic staff about chiropractic and how best to



utilize chiropractors.

**Sylvia Larsen, RN**, volunteers two or three times a week at the Family Health Center, working with patients who would otherwise not receive care. **Marjorie Irvine, RN**, has volunteered for the VOA Senior Clinic for over ten years. She monitors the clinic's drug dates and also ran the Medications Warehouse for the Coalition of Community Health Clinics. **Olive Kuhl, RN**, has given many hours of her time to the Senior Clinic's diabetic program, where she teaches classes and volunteers twice a month. **Minna Ostlin, RN**, has volunteered for the VOA Senior Clinic for over six years. She has been generous with her time, sometimes volunteering two or three times a week.

**Shirley Shuman** has volunteered one to three times a month for over six years in the VOA Senior Clinic's podiatry clinic.

**Barbara Pavone** is a volunteer receptionist for the Portland Adventist Community Services Family Health Center. She answers phones, makes appointments, assembles files, files charts and does many other jobs in the clinic. She and her guide dog, "Landry" are loved by patients and staff alike.

**Carolyn Cornie** works as an emergency fill-in and therefore volunteers much more time than the average volunteer. She reviews lab procedures to suggest improvements in procedures. She does routine quality checks on charts to ensure that the Neighborhood Health Clinic stays in compliance with regulatory agencies.

## **EAST MULTNOMAH COUNTY SOIL & WATER CONSERVATION DISTRICT**

**Linda Robinson** is a valuable resource to the community as a tireless volunteer for the Columbia Slough Watershed Council, the Friends of Wetlands (FOWL), the Fairview Creek Watershed Conservancy, and the Oregon Fish and Wildlife Department. She can always be counted on, whether the project is in the planning stages, requiring endless hours of meetings, or needs hard labor at the end of a shovel.

## **COMMUNITY CORRECTIONS DEPARTMENT**

**Jed Pennington** is currently on parole to the Department of Community Corrections. He volunteers his time to speak to high school and middle school students about his life in the criminal justice system. Jed has overcome many obstacles and has completely turned his life around. Everywhere he speaks he impresses his audience with his quiet dignity, honesty and sincerity.

**Jeffery Sean Fitzpatrick** had been a construction worker most of his life when he was diagnosed with Psoriatic Arthritis and could not continue in construction. He attended Portland Community College, taking classes in criminal justice. Since October, 1995, Jeffery has volunteered full time with the Department of Community Corrections, stepping in to help

**Joshua Sandberg** is a full-time student who volunteers with the Department of Community Corrections. He is leader of a group of volunteers who work together to

supervise a small caseload of offenders. He helps train the new volunteers.

## **OSU/MULTNOMAH COUNTY EXTENSION SERVICE**

**Raymond Burnette** is a Master Gardner with the OSU/Multnomah County Extension Service and a 4-H Resource Leader. Ray began volunteering with Whitaker Middle School in the Spring of 1995 to utilize the school's roof top greenhouse for teaching children skills in horticulture. He has also been involved in Extension gardening activities at public housing complexes.

**Betty Miller** has been an active Extension Master Food Preserver since 1993. Each year she volunteers over 100 hours and this year she coordinated the OSU/Multnomah County Extension Service's presence at the Gresham Saturday Market. She also coordinated evening classes to teach scientifically safe preserving methods..

**Carolyn Calderwood** has been a long-time Extension Master Food Preserver and Foods and Nutrition Advisor. She is the teaching assistant for each of the training classes held for Master Food Preservers each spring. She is always willing to mentor new volunteers and her special talent is finding discrepancies in training manuals and publications so they can be corrected.

**Kristy Jones** has been a 4-H community leader for three years. She was instrumental in helping build a strong 4-H program in Corbett, working with 38 children in a variety of project areas -- dogs, cats, sheep, rabbits, goats, etc. She



is using landscaping the new Corbett Elementary School yard as a naturescape/living laboratory.

### **DISTRICT ATTORNEY'S OFFICE**

**Jill de Freitas** volunteered for the District Attorney's Multi-Disciplinary Child Abuse unit, copying and organizing reports to maintain timely completion dates for cases. She also assisted the Victim Advocate assigned to the Juvenile Division of the District Attorney's Office, assisting the preparation of letters to victims of juvenile offenders to notify them of disposition of the case.

**Victim Assistance Volunteer Advocates** are on call all hours of the day and night to support, provide information and reassurance to victims of sexual assault and help guarantee that victims are treated with respect and dignity. This year we honor: **Debbie Gasster, Jennifer Jones, Tami Minter, Tesha Perry, Tory Mitchell, Elaine Montamedi, Susan Mulholland, Mayishna Sashayvich, Dianna Sutherland, Rolanda Thompson, Laurel Wehler, Shelley Wong, and Lana Younglove.**

### **REGIONAL DRUG ABUSE INITIATIVE**

**Dorothy Lee** is volunteer Project Coordinator for the Asian/Pacific American Consortium on Substance Abuse. She volunteers her time and expertise to mobilize the Asian-American community to address substance abuse problems.

**Gerald Halverson** is a member of the Regional Drug Initiative Task Force and its fund

raising committee. The Task Force works to prevent abuse of drugs and alcohol among youth. Mr. Halverson also provides a meeting place for RDI through his employer, Standard Insurance.

**Reverend Bernard Ings** is a member of RDI's Executive Committee and chairs the SPIRIT committee. He works within the faith community to create and promote an environment for health and spiritual wholeness through awareness, prevention and planned change.

### **MULTNOMAH COUNTY SHERIFF'S OFFICE**

**Cora Van Swearingen** and **Ethel Zingg** volunteer at the Multnomah County Restitution Center, operated by the Sheriff's Office. They serve on the Resident Screening Committee which meets twice a week to review inmate histories, case by case, to determine their acceptance at the downtown Restitution/Work Release Center. They also serve on the Center's Community Advisory Committee. Cora has volunteered since 1991 and Ethel since 1989.

**Kathleen Zimmerly** assists the Department of Aging Services, for eight hours a week, following up on complaints of abuse or neglect of senior citizens by setting up appointments and gathering information and by notifying persons that their complaints have been received.

**Irene and Harry Losely** have been tutoring inmates at the Multnomah County Restitution Center since 1992. Irene began first and was so enthused about the opportunity to help inmates with the high school equivalency and English language that she recruited her



husband, Harry, who now joins her in volunteering each week..

### **MULTNOMAH COUNTY PEACE TASK FORCE**

**Ann McLaughlin** is the Chair of the Multnomah County Peace Task Force, which recognizes local citizens whose peacemaking activities serve as a model for the community. She assisted development of the award process and helped Physicians for Social Responsibility plan the Annual "Remembering Hiroshima" Ceremony. Each year the Task Force honors students who serve as mediators and peacemakers in their schools.

### **TRANSPORTATION AND LAND USE PLANNING**

**John Sherman** is Chair of Friends of Forest Park, an organization that has fought for many years to protect the natural resources of the forest park corridor in order to provide beauty and recreational areas for the public and to maintain a wild life corridor connecting Forest Park with the coast range. The Friends have raised thousands of dollars to purchase land that would otherwise have been developed or logged and have fought development in the area.

**Skip Anderson** negotiated, on behalf of his employer, Angel Brothers, with the County and with Friends of Forest Park to allow expansion of the commercial gravel mining operation while maintaining a wildlife corridor.

### **COMMISSION ON CHILDREN AND FAMILIES**

**Janet Kretzmeier** is an

active member of the Multnomah Commission on Children and Families, which develops and maintains an on-going comprehensive planning process, develops policy, monitors planning efforts and advocates for children. Janet is a leader of the Commission's Business and Family Campaign.

### **MULTNOMAH COUNTY COMMUNITY ACTION COMMISSION**

**Deborah Gruenfeld** has chaired the Multnomah County Community Action Commission since 1993. The Commission administers services for low-income persons through 23 social agencies. Deborah is also chair of the Portland Planning Bureau's Historical Landmarks Commission and the Hosford-Abernathy Neighborhood Development Committee. Among her other volunteer work are: Central Eastside Design Guidelines Committee, Inner Southeast Coalition and Southeast Uplift Board of Directors.

### **REGIONAL ARTS AND CULTURE COUNCIL**

**Roslyn Hill** has been in a leadership position with the Regional Arts and Culture Council for three years. Currently, she chairs the Multi-Cultural Issues Committee, is a board member and serves as the Council's secretary. She is active in shaping and implementing the Council's diversity plan by working with major arts institutions, helping them meet their cultural diversity outreach goals. She also assists culturally diverse artists by exhibiting their works at her gallery.





## PUBLIC SAFETY COORDINATING COUNCIL

**Linda Hutchinson** is Commissioner Saltzman's representative to the Public Safety Coordinating Council. Her special area of interest is victims' rights.

## EMERGENCY MANAGEMENT DIVISION

Many people and organizations volunteered during the recent flood to save persons and property and prevent greater loss. The following persons and organizations are honored for their work with Multnomah County Emergency Management, which is primarily responsible for the unincorporated areas of Multnomah County.

**Ron Murray** is chief of the Sauvie Island Volunteer Fire Department where, as a volunteer, he organizes and directs volunteer firemen, ensuring that the department meets all state requirements and training standards and is able to meet the island residents' needs for fire protection and medical emergencies. During the flood he organized and managed the emergency response.

Sauvie Island volunteer firemen honored for their work during the flood are **Rick Stenlund, Bob Hickman, Bob Moar** and **John Johnson**.

**Konnie Wheller, Fred Chalick** and **Dick Vetch** are Sauvie Island Dike and Drainage District members who worked to save the dikes that protect much of the island.

The following persons pre-

pared and served thousands of meals and found shelter for those who were displaced: **Anita Bender, Ursula Davis, Paula Jacobson, Cami Hickman, Ann Ray, Marilyn Parker, Phyllis Williamson** and **Eileen Fahey**.

**Roy Klein** manned the telephones and worked in the Multnomah County Emergency Management command center.

Representing the hundreds of young people who assisted the flood effort is the **Multnomah County Sheriff's Explorer Program** with over 100 young people ages 14 to 20 who helped sandbag in the City of Fairview and on Sauvie Island and other sites.

**Ryan Savage, Brad Parrot, Joel Mewha, John Wood** and **James Gardenhire** are Explorers who risked their lives helping evacuate residents of the Dodson/Warrendale mud slide area. They helped 35 residents, plus their animals, into rescue helicopters. Ryan, Brad and Joel are members of Search and Rescue Post 631, which regularly assists with rescues. John and James are members of Post 900, which studies law enforcement practices.

**Deputy Pat Coffeen, Vin Norton** and **Scott Salmon** are volunteer advisors for the Explorer Program who monitored and assisted rescue operations.

**Joe Nolan** is one of a number of citizens of the Dodson/Warrendale area who assisted neighbors during the mud slides. Joe assisted in any way needed and served as liaison with various governmental organizations. His ability to communicate clearly with governments and his neighbors greatly added to the recovery of the community.





## CITIZEN INVOLVEMENT COMMITTEE

Citizen Budget Advisory Committees advise the Board of County Commissioners and the department and program directors on budget, policy and priorities. The persons honored today have completed their terms, volunteering many years of services.

The following persons have served two three-year terms: **Mary Schwoeffermann** has been on the Non-Departmental CBAC for six years, serving a one-year term as Chair. During two terms on the Community and Family Services CBAC, **Bobbi Gary** served two years as Chair and one year as representative to the Central CBAC, the coordinating body which consists of one member elected from each CBAC.

**Amy Peterson** and **Richard Pomeroy** have each served six years on the CBAC for the Department of Community Corrections, which deals with offenders on probation or parole who receiving services in the community.

**Harvey Garnett**, **Mark Jones** and **Mike Zollitsch** are leaving the Department of Environmental Services CBAC after six years. Mike has been Chair for the last two years and previously was the CBAC's representative to the Central CBAC for two years. He is a former member of the Citizen Involvement Committee. Mark has represented the CBAC on the Central CBAC for

three years.

The following persons served one three year term or more:

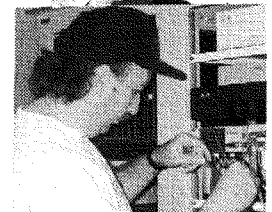
**Marina Antilla**, was a five-year member of the Community and Family Services CBAC. **Winzel Hamilton**, served three years on the District Attorney's CBAC and was member of the Citizen Involvement Committee. **Margaret Boyles** served on the Sheriff's CBAC, representing that CBAC on the Central CBAC. She was also a member of the Citizen Involvement Committee. **Dan Gardner**, who was a member Sheriff's Office CBAC, was Chair for two years.

## SPECIAL AWARD

**Pat Wilkins** volunteered with Multnomah County for 15 years, beginning as a volunteer in the records office at the Juvenile Court, then as a volunteer case aide preparing correspondence, scheduling appointments and participating in home visits. Eventually she divided her time between the Court Counselors and the Volunteer Coordinator. During her last two years at the Court she provided clerical support.

In 1994, Pat joined the new Department of Community and Family Services to assist with word processing, taking meeting minutes and organizing materials and presentations.

In September, 1995, Pat retired. Her dedication and loyalty to the youth of Multnomah County is greatly appreciated.



MULTNOMAH COUNTY CITIZEN INVOLVEMENT COMMITTEE  
2115 SE Morrison Street, Portland, Oregon 97214 - (503) 248-3450

Derry Jackson, Chair  
Jim Duncan, Awards Program Coordinator  
Ed Lyle, Media Chair

John Legry, Executive Director  
Carol Ward, Staff Coordinator  
Gloria Fisher, Program Editor

# Gladys McCoy

Gladys McCoy was Chair of the Multnomah County Board of County Commissioners from 1986 until her death in April, 1993, having been elected two terms.

She had previously served two four-terms on the Commission, representing North and Northeast Portland.

Gladys' first elected position was on the Portland School Board, where she was a strong advocate of quality education.

She was the first African-American to serve in these positions.

Gladys was married to the late Senator William "Bill" McCoy, Jr. and the couple had seven children - Krista, William, Paul, Mary, Cecilia, Peter and Martha, and twelve grandchildren.

She was an active member of Holy Cross Catholic Church.

Gladys was a graduate of Talladega College in Alabama. In 1967 she earned her Master of Social Work degree (MSW) from Portland State University and her ACSW (Academy of Certified Social Workers) certification in 1969.

For some time, she directed social services for the Head Start Project in Vancouver. Then she was appointed Oregon State Ombudsman by Governor Bob Straub.

Gladys participated in many volunteer activities, most centering



Gladys McCoy

around children and family life and civil rights. She was 1980 Mother of the Year, nominated by the Black inmates' club of Oregon State Penitentiary. She also won the Oregon Assembly of Black Affairs Political Development Award, the 1992 Urban League Equal Opportunity Award and the Central City Concern Community Award.

Gladys McCoy's legacy to Multnomah County includes her unfailing concern for children and the elderly; her successful efforts to make Multnomah County employment available to persons of all races and national origins; and her dedication to citizen involvement.

# NALGA

National Association of Local Government Auditors  
219 East Main Street  
Mechanicsburg, PA 17055

Joanne White, President  
Internal Auditor  
Virginia Beach, VA 23451  
(804) 426-5872

Leslie Ward, President-Elect  
Deputy City Auditor  
Kansas City, MO 64106  
(816) 274-1331

Peter Babachicos, Secretary  
Director of Internal Audit  
Massachusetts Water Resources  
Charlestown, MA 02129  
(617) 242-6000

Susan Reed, Treasurer  
County Auditor  
Missoula County, MT  
Missoula, MT 59802  
(406) 721-5700

## BOARD MEMBERS AT LARGE

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MEMBERSHIP SERVICES  
Beamer & Associates  
219 East Main Street  
Mechanicsburg, PA 17055  
(717) 795-7475

April 26, 1996

Gary Blackmer  
County Auditor  
1120 SW 5<sup>th</sup> Avenue RM 1410  
Portland, OR 97204

Dear Mr. Blackmer:

We have completed an external quality control review of the Multnomah County, Oregon Auditor's Office for audits issued during the period beginning April 1, 1993 and ending April 1, 1996. In conducting our review, we followed the standards and guidelines contained in the NALGA *Quality Control Review Guide* published in May, 1995 by the National Association of Local Government Auditors.

As prescribed by the NALGA *Guide*, we reviewed the internal quality control system of your audit organization and tested a sample of audits conducted by your office for compliance with government auditing standards issued by the Comptroller General of the United States (*Government Auditing Standards*, 1994 Revision). Due to variance in individual performance and judgment, compliance does not imply adherence to standards in every case, but does imply adherence in most situations.

We have concluded from our review that your system of internal quality control was suitably designed and provided reasonable assurance that applicable government auditing standards were followed in your audit work. We have also concluded from the sample of audits tested that your quality controls were working effectively and that audits were conducted in conformance with applicable standards during the period under review.

It is our opinion, therefore, that the Multnomah County Auditor's Office was in compliance with government auditing standards during the period April 1, 1993 through April 1, 1996.

Sincerely,



Susan Cohen  
City of Seattle, WA



Alan Ash  
City of Gainesville, FL



Mary Jo Emanuele  
City of Kansas City, MO

# NALGA

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Gary Blackmer  
County Auditor  
1120 SW 5<sup>th</sup> Avenue RM 1410  
Portland, OR 97204

Dear Mr. Blackmer:

We have completed an external quality control review of the Multnomah County, Oregon Auditor's Office for audits issued during the period beginning April 1, 1993 and ending April 1, 1996. We have issued a report stating our opinion that your organization is in full compliance with government auditing standards. We are issuing this companion letter to management to discuss details of our general observations of the Multnomah County Auditor's Office operations and offer suggestions for improvements. This letter should be read in conjunction with our opinion report.

First, we would like to mention a few of the areas in which the Multnomah County Auditor's Office excels:

- The Multnomah County Auditor's Office has issued many reports which have made significant audit recommendations that have improved the quality of Multnomah County Government.
- The Multnomah County Auditor's Office has an independent review process that is very thorough and provides assurance that working papers support statements in the report and that conclusions are reasonable.
- Reports contain positive comments regarding auditee's noteworthy accomplishments.
- Responses from the Multnomah County Commissioners and management to your audits demonstrate good relationships between your office and other County officials and that your work is well received.
- The Office has attracted and maintained a very competent, conscientious, independent, dedicated and knowledgeable staff with complementary skills.
- The administrative side of your operations is well organized and efficient.
- The follow-up process is well thought out and further plans for pursuing un-implemented recommendations should prove very valuable.
- The training log is complete, detailed and well organized.

As demonstrated in the above areas, you have many fine accomplishments. We did note a few areas for your consideration which may increase your effectiveness:

- The inclusion of more details in the report to support conclusions and recommendations and more of an emphasis on the systematic use of condition-criteria-cause-effect analysis and discussion in the report would strengthen the analysis of audit findings and present a more convincing argument to policy makers and management on why implementing audit recommendations is necessary.
- Tighter organization of written reports would allow readers to better grasp report messages and the importance of findings and recommendations. Three ways the report organization can be strengthened are:
  1. Use introductory paragraphs at the beginning of each report and before sections with numerous subsections to help guide the reader.
  2. Ensure section titles are grammatically consistent. In several of the reports reviewed, some section titles were full sentences while others were phrases. This can confuse readers and make them wonder whether there is some difference in emphasis between sections.
  3. Make it easier for the reader to track audit objectives, findings and recommendations. Two different ways to consider are:
    - Using a format which places individual findings, conclusions and recommendations per section.
    - Keeping the same format you currently use while ensuring that issues discussed in audit objectives, findings, and recommendations remain in the same order.
- Training your staff to use a broader understanding and approach to management controls could strengthen the audit analysis and recommendations. Although we did note instances where management controls were reviewed, it does not appear that staff systematically analyzed the management controls of functions they audited. While the COSO approach is the generally accepted standard for evaluating management controls in the United States, the organizational culture of Multnomah County with its strong emphasis on TQM may be more receptive to the Canadian COCO approach. Alternatively, your office may choose to use the Malcolm Baldrige award criteria which addresses similar issues as COSO and COCO and may find broader acceptance in Multnomah County.
- Increased training in audit related topics may increase staff's awareness of auditing techniques and practices. While we did not find any deficiencies in staff's work which would suggest a particular need for audit specific training, we did note that a few staff members did not have an audit background prior to joining your staff and since joining your staff have had little audit training outside of conferences. You may want to consider developing a two-to-four year plan for newly-hired auditors which would include a number of important courses offered by the USDA, MIS, IIA, or other organizations offering audit education to ensure that staff members learn techniques and values associated with government auditing. Courses that we have found of

particular value for new auditors include: fraud awareness, review of management controls, developing findings, and interview techniques.

- Using standard interview questions regarding fraud may uncover valuable information to use in audits. For instance, in Gainesville, Florida, a standard question asked in every survey interview is, "Are you aware of any instances of fraud, abuse, or illegal activities?"

While we found that your internal quality control system fully met the requirements of the government auditing standards, we did note these areas that could be strengthened at your discretion:

- On the Audit Data Sheet references should be made to applicable summary working papers. Also, this form appeared to be completed as an after thought and not prepared as thoroughly as it could be considering its importance to office administrative processes.
- In a few of the audits reviewed, several areas are noted in the survey which are not carried forward into the fieldwork phase. There appeared to be no discussion in the working papers demonstrating that some consideration was given to the respective risk/vulnerability of these areas prior to deciding which areas would be further audited and which areas would not be studied further. Also, we noted one instance where work included in the fieldwork plan was not completed due to time constraints. We observed no reference to planned work in the areas noted and no communication related to the inclusion of this work in future audits.
- County Auditor technical and final review of survey memorandums and fieldwork plans can be more clearly documented and the organization of his administrative file can be improved to be more complete, concise and to the point. You may want to consider maintaining a log in your administrative file of meetings and phone conversations.

We hope you find some of these observations useful. We appreciate the hospitality and cooperation extended us by you and your staff during our review. We look forward to reading about your many future accomplishments.

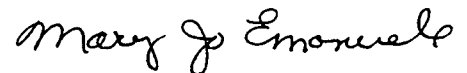
Sincerely,



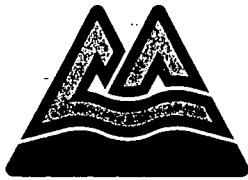
Susan Cohen  
City of Seattle, WA



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City of Kansas City, MO



GARY BLACKMER  
County Auditor

## MULTNOMAH COUNTY OREGON

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April 26, 1996

Susan Cohen  
Alan Ash  
Mary Jo Emanuele  
NALGA Quality Control Reviewers

Your review of our organization is a valuable part of our effort to improve the quality of audits in the Multnomah County Auditor's Office. This is the first review conducted in the history of our office which, nearly twenty years ago and long before quality reviews were developed, was one of the earliest agencies to conduct performance audits. We are pleased that you found our work meets *Government Auditing Standards*.

Just as importantly, you have provided recommendations in several areas that will further improve our audits, with which we are in complete agreement. Some of the recommendations will require careful thought and planning to implement, and others are reminders that we must take more care on a daily basis in the work we do. For example, we have been considering a change in our report format for some time, and we will incorporate your recommendations regarding our written reports to give the reader better help in understanding our audit findings. You also raised issues about the inclusion of detail, and more systematic use of condition-criteria-cause-effect analysis to include in the report, which are a reminder that we must work harder every day to organize and clarify our thinking, and words.

Your discussion of training is also very pertinent to the decisions we make about how to budget our resources. We will review our past training and identify areas that merit further attention. Along with this consideration will be investigation of training in COSO, COCO, or Malcolm Baldrige methods for assessing management controls. We will develop some training plans, within the constraints of our budget, which further enriches our auditing tools.

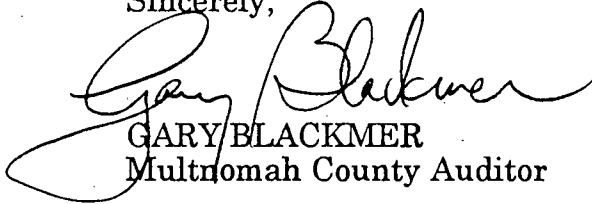
You also pointed to some administrative areas that deserve greater attention. I believe that we can do a better job in several areas at documenting our audit process and decision-making. We conduct our audits methodically, but our workpapers don't always reflect the progress through the interim stages

Quality Review Response  
Page 2

to prepare a report. This is an area that I would like to re-think to devise a better system, and also requires more day-to-day effort at recording audit activities on all our part.

We all found your review to be a very valuable and constructive process and we appreciate the professionalism you brought, as well as the insights from your own organizations. Thank you very much for the assistance.

Sincerely,



GARY BLACKMER  
Multnomah County Auditor



**OREGON STATE UNIVERSITY EXTENSION SERVICE**  
**MULTNOMAH COUNTY OFFICE**  
 Budget Support-Organizational Chart

### Funding Sources

County \_\_\_\_\_  
Federal only \_\_\_\_\_  
State, Federal \_\_\_\_\_

*Chair, Paul Sunderland*

Office Manager, Carol Ivey

### PROGRAM AREAS AND AGENTS RESPONSIBLE

<i>Home Economics</i>	<i>Home Horticulture</i>	<i>Commercial Agriculture (at NWREC)</i>	<i>Metro 4-H Youth</i>	<i>Nutrition Education</i>	<i>Sea Grant Serves Columbia River Basin</i>	<i>Energy (housed at state office Building-serves 11 counties)</i>
<i>Pat Aune Shirley VanGarde</i>  <i>(Other locations) Marge Braker Linda Ladd Maria Hein Mary Ann Sward</i>	<i>Ray McNeilan</i>	<i>Dave Adams Robert McRenolds Diane Kaufman Richard Regan Edward Hellman Robin Rosetta (other locations) Mike Gangwer Steve Morgan</i>	<i>Maureen Hosty Terry Palmer (other locations) John Baggott Linda Erickson Gregg Mitchell</i>	<i>Caroline Cannon Janice Smiley (Field Offices) Lynn Steele Diane Smith</i>	<i>Gib Carter</i>	<i>David Brook Ted Haskell Pat Bozanich</i>

**PROGRAM ASSISTANTS (PA), NUTRITION AIDES, AND VOLUNTEERS**

Extension Study Groups (400) Parent Educators (50) Master Food Pres. (63) FCL (15) Food/Nutrition ADV (65)	Jan McNeilan(PA) Master Gardeners (850)	Mary Ann Schmidt(PA) Sheri Taylor(PA) Marve Welt(PA) 4-H Leaders 527 School Coordinators (18)	Barbara Bacon(PA youth) Nutrition Assistants (8)	Master Recyclers (150)
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## CLERICAL STAFF

Patty Bristow	Joyce Orr		Lee Ila Lewis	Clara Tedrow Carolyn Martin		Cathy Nuno
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### PROGRAM COSTS

[illegible]



## OREGON STATE UNIVERSITY EXTENSION SERVICE

### OREGON FOOD STAMP FAMILY NUTRITION EDUCATION PROGRAM (OFSFNEP)

The Oregon Food Stamp Family Nutrition Education Program (OFSFNEP) is a formal partnership between Oregon State University Extension, State of Oregon Department of Human Resource, USDA/FCS/ Food Stamp program, counties and community agencies. Since 1991, these agencies have invested combined resources valued at \$5.6 million in OFSFNEP. These resources helped almost 32,000 Food Stamp recipients receive information to increase knowledge and develop skills that will lead to greater self-sufficiency. The topics included nutrition, food buying, safety and sanitation, basic living skills, family budgeting and decision-making.

Current program is based in five Oregon counties: Hood River, Lane, Malheur, Multnomah and Wasco. In the Portland metropolitan area, volunteers also serve Food Stamp families in Clackamas and Washington Counties. Each county has developed a service delivery model that responds to local need and is coordinated with existing community programs serving Food Stamp families.

The 1994-95 evaluation employed both process and outcome methodology. The process evaluation focused on participation and additional aspects of program implementation including training and partnerships with other agencies serving Food Stamp families. In contrast to 1993-94 OFSFNEP evaluation, the number of lessons taken by each participant was not significantly associated with any of the food and nutrition measures. Those who took fewer lessons were as likely to have positive outcomes as those who took more lessons.

One explanation for this finding may lie in the fact that the short series of lessons were provided routinely as part of a longer series designed to assist limited income individuals increase self-sufficiency. Although participants only had a few OFSFNEP lessons, these other services may have helped them improve their situation. This suggested that taking an intensive short series of OFSFNEP classes can be effective, when supplemented with classes provided by other agencies through an integrated case management approach.

Follow up evaluation to determine long term effects with a sample of 1993-94 OFSFNEP participants in five counties was conducted. Twenty seven percent of past participants were located and completed surveys. Approximately half (52%) had an 11th grade education or below. Results of that evaluation show:

- ◆ Families reported spending approximately \$15 less/month on groceries for each family member.
- ◆ Past participants were more likely to shop with a written grocery list and look at food ads to find sale items than they were previously. Other shopping practices such as reading labels to choose foods with less salt and fat continued to be used.
- ◆ These participants continued to use improved money management practices.

Community food resources used as follows:

- ◆ 9% indicated decrease use of emergency food boxes.
- ◆ An additional 11% reported not running out of food before the end of the month.
- ◆ 6% indicated decrease use of free meals at community sites.

Eating practices improved for past participants:

- ◆ 18% more used the food guide pyramid to plan meals. 72% of participants correctly identified food group location in the food pyramid which was an increase for 25% from the first class.
- ◆ 6% indicated increased consumption of vegetables every day.
- ◆ 14% reported a decrease in adding salt to their food.
- ◆ 3% indicated fewer meals purchased at fast food places or from vending machines.

Several individuals indicated that increased knowledge and skills in food and nutrition also helped them increase their self esteem. Examples of other changes were enrolling in ESL classes, getting a job, moving to better housing, having their own emergency food supply, establishing a savings account, assuming more control of their own lives like getting out of abusive situations and having enough confidence in their survival skills to turn down welfare and food stamps. Rev. 1/98



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STATE  
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March 28, 1996

Beverly Stein, Chair  
Multnomah County Board of Commissioners  
1120 SW 5th, Suite 1515  
Portland, OR 97204

Dear Chair Stein:

Thank you for the opportunity to present Extension's ADD package request and to answer questions. We appreciate your consideration of this request.

The proposal provides a positive means for the county to invest in life-long learning as an integral part of total human service delivery. Life-long learning and the basic skills which Extension addresses help families to sustain themselves. It helps children and youth grow into productive, contributing adults. Over time this can and does lessen the burden on the county's human service delivery system. We have independent research that documents this outcome as a result of participation in Extension programs.

Enclosed is a summary of the relationship between Extension 4-H Youth Development Education serving Multnomah County and the Outcomes of Oregon's Educational Reform. The summary also touches on work specifically done with Portland Public Schools which serves as a model for the more in depth work we see Extension involved in with all of our school districts in the county. That work, in essence, is about building capacity in communities to better take care of themselves.

Our Extension 4-H Youth Development faculty are training more youth professionals and volunteer leaders from other youth serving organizations. The enclosed brochure is an example of that effort. We believe these efforts stretch the impact of the public's investment in Extension. Through "hands-on" training, more youth workers gain a deeper appreciation for their mission and many more youth are engaged in positive life-skill development.

Your support of this investment will stabilize and strengthen our Multnomah County Extension 4-H Youth Development Program.

Sincerely,

  
Paul Sunderland, Chair  
PS/ci

cc: Barry Crook, Ching Hay, David Warren, Bill Farver



Agriculture, Home Economics, 4-H Youth, Forestry, Community Development, Energy, and Extension Sea Grant Programs, Oregon State University, United States Department of Agriculture, and Oregon counties cooperating. The Extension Service offers its programs and materials equally to all people.

## 4-H: Working Partners to Improve Our Schools

### OSU EXTENSION 4-H ADDRESSES THE ELEVEN OUTCOMES OF OREGON'S EDUCATIONAL REFORM

The vision of educational reform in Oregon may be new but in the OSU Extension Service 4-H program, this vision is anything but new. The "Eleven Outcomes" of the Educational Reform Act that guide this vision are actively addressed through 4-H programming. Some of the many ways 4-H addresses these outcomes are listed.

#### 4-H MISSION

The mission of the Oregon 4-H Youth Development Program is to develop youth and adult potential through:

- ▶ learning to live
- ▶ learning to make a living
- ▶ strengthening families and communities
- ▶ becoming lifelong learners
- ▶ developing leadership using research-based knowledge and the land grant university system

#### □ Apply mathematics and science to practical situations.

*One of the more popular projects for inner city Portland youth who live in housing developments is horticulture. 4-H members from Columbia Villa worked with their 4-H leaders and OSU Extension Master Gardeners to develop raised garden beds for growing flowers and vegetables. 4-H participants applied their skills and knowledge of math (measuring, calculating supply needs based on size of garden bed, projecting costs, records, etc.) and science (plant science) to produce a successful garden.*

#### □ Think critically, creatively and reflectively in making decisions and solving problems.

*Over 130 Portland youth participated in the 4-H program "Give Planet Earth a Hand". Students in this project were responsible for researching needs in their homes, farms, schools or communities and then developing water-related environmental service projects to meet those needs. 4-H students in the Sellwood community met with local experts to discuss the pollution problems they discovered in their research of Johnson Creek. They then completed a community service project in which they stenciled storm drains in their community which warned residents not to dump toxic wastes.*

#### □ Communicate by reading, writing, speaking, and listening.

*The 4-H Fair experience is one of the major activities of the 4-H year. At County Fair, each member has the opportunity to exhibit what he or she has learned during the year. Interview judging is a conference method of evaluating 4-H members' fair exhibits and is used at the Multnomah 4-H Fair. In this method of evaluation the judge evaluates the members skills and knowledge based on what the member has communicated both orally and in writing about their project.*

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"I feel like 4-H has a wonderful network and there is always information when I need it."

- 4-H Leader

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# 4-H: Working Partners to Improve our Schools

## THE 4-H VALUE SET

4-H believes in these values:

- Community volunteers
- Respect for the individual
- Continuous development of HEAD, HEART, HANDS, and HEALTH to achieve full potential
- Human diversity
- Teamwork
- Learning through discovery
- Developing Leadership in youth
- Research and knowledge
- Partnerships

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"4-H has helped me feel confident in myself and I have learned a lot"

- 4-H Member

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- ☐ Direct own learning by planning and carrying out complex projects.

*4-H uses a child-centered approach to learning. This means the program focuses on the needs and interests of youths. For example, 4-H club members set their goals for the year, make their plans to reach these goals, carry out their plans, and assess their progress. The members in the 4-H Horse program devote countless hours every week to their horse project. Not only are 4-H members responsible for training themselves and their horses in riding techniques, but they are responsible for the care, feeding, grooming, and health of a 1000 lb. animal.*

- ☐ Deliberate on public issues by applying the social sciences.

*Management of our natural resources is one of the hottest public issues currently being debated throughout Portland, Oregon and the nation. Participants in the 4-H Master Angler program are given the opportunity to examine their own values and beliefs about angling and water resources. Participants in this program participate in a curriculum that helps them develop their own "personal code of ethics" and then gives them practice in working through situations that have occurred in the past to anglers.*

- ☐ Understand Positive Health Habits.

*One of the objectives of the OSU Extension Food and Nutrition Education classes conducted in 12 Portland Public High Schools is to help students learn more about the relationship of good nutrition and health. Thirty-nine percent of 233 teen parents completed the entire Food and Nutrition Education Program and received graduation certificates. Of those graduates, 92.4% reported making positive change in their diets.*

- ☐ Quantify numerical relationships by applying measurements, statistics, probability, geometry and algebra.

*4-H projects from animal science to wood science to home economics all require 4-H members to quantify numerical relationships. 4-H members in the animal science project areas are required to give detailed records of their animal project including kinds and amounts of feed, value of animal at start and value of the animal at close, cost of feed per pound, number of animal products sold, sale price, etc. In conclusion, the 4-H member develops a financial summary which shows a profit or loss. In addition, 4-H member and state ambassador for wood science, Eric Hein, describes how he used the principles of geometry in designing, cutting, and building his wood science project.*

## 4-H: Working Partners to Improve our Schools

"My children have learned how to tolerate children from different lifestyles and are more understanding of why other children may act as they do."

- 4-H Parent

### THE 4-H PLEDGE

I pledge...

My HEAD to clearer thinking,

My HEART to greater loyalty,

My HANDS to larger service, and

My HEALTH to better living

For my club, my community, my country, and my world.

- ☐ Understand human diversity and communicate in a second language.

*During 4-H camp, 4-H members have the opportunity to live, work and play with other children from culturally diverse backgrounds in a residential camp setting. At the conclusion of this camp, which was comprised of close to 40% ethnic minorities, 4-H campers were asked to write what they learned about themselves and/or others. Overwhelmingly, the number one response from these campers was that they improved their ability to get along with others and their appreciation of human diversity. Furthermore, a majority of 4-H participants in the Asian youth club reported that their motivation for participating in 4-H was to improve their English.*

- ☐ Work with others and in teams.

*The 15 members of LAF (Leaders and Friends of 4-H), a teen 4-H ambassador program, were very active in 1994-95. This group of teens worked closely together as a team to carry out a number of large projects. They performed community service projects, held 4-H fundraisers, organized the Multnomah 4-H Awards and Recognition Night for over 200 4-H members and families, and hosted 16 Wisconsin 4-H members for a four-day interstate exchange.*

- ☐ Use computers and other technology to process information and produce documents.

*Many 4-H members use computers and other technology to process information and produce documents for their 4-H project. Forty-one students were enrolled in 4-H Engineering/Science Projects.*

- ☐ Interpret literature and the visual and performing arts.

*The 4-H Expressive Arts project area is designed to help 4-H members develop artistic awareness and appreciation; sensitivity to color and design; and creative potential and hidden talents. However, in addition to fostering creative thinking, this project helps the 4-H member develop imagination, patience, self-control, perseverance, self-esteem and the ability to work with others. Twelve members of the Clara Vista 4-H community club formed their own cultural Hispanic dance group. They use dance as a way to not only celebrate and learn their ethnic heritage but to also share their heritage with others. This group has performed for audiences throughout the Portland area.*

## 4-H: Working Partners to Improve our Schools

### LOCAL CONTROL FOR LOCAL DECISIONS

4-H volunteer leaders are the cornerstones of the 4-H program. They are comprised of parents, grandparents, retired teachers, young professionals, and other local community members concerned about Portland youth. These dedicated citizens serve as club leaders, resource leaders, activity coordinators, or any combination of these.

An important part of the 4-H program is volunteer support. Volunteers receive training throughout the year on such topics as child development, subject matter related to projects, and how to make club meetings and events fun and educational. In addition, OSU extension agents and program assistants are available on a daily basis to help volunteers work through the everyday challenges of helping youth to make decisions, learn new and sometimes difficult lessons, and contribute to their communities.

Keeping children safe is a major priority for Oregon 4-H. All of our volunteers are carefully screened before becoming directly involved with the youth in our program. Each volunteer is interviewed and references are carefully checked.

4-H volunteer leaders work in partnership with 4-H Extension staff to manage and deliver educational programming for youth. The Multnomah 4-H Leaders Association is a locally elected group of volunteer leaders who's purpose is to provide direction to the 4-H youth education program.

Project Advisory committees are also comprised of local 4-H leaders. These committees are responsible for contributing guidance and assistance to the County Extension Staff in planning, implementing, and evaluating the 4-H goals and programs.

#### The PROJECT COMMITTEES serving Portland youth include:

- ◆ Expressive Arts
- ◆ Small Animals
- ◆ Home Economics
- ◆ Livestock
- ◆ Horses
- ◆ Horticulture
- ◆ Foods and Nutrition
- ◆ Clothing
- ◆ Child Development
- ◆ Natural Resources

#### The PROGRAM SUPPORT committees serving Portland youth include:

- ◆ Awards and Recognition
- ◆ Camp
- ◆ Promotion and Recruitment

*4-H volunteer leaders are considered volunteer faculty, extending the OSU campus through the local county office.*

# 4-H: Working Partners to Improve our Schools

## COMMUNITY PARTNERSHIPS

In addition to partnering with local 4-H volunteer leaders, 4-H staff also partner with local community organizations and businesses. As a team, 4-H staff, volunteer leaders and community organizations work together in making local educational decisions.

Some of the many partnerships 4-H staff developed this past year include:

- ◆ Meyer Boys and Girls Club
- ◆ Lents Boys and Girls Club
- ◆ Columbia Boys and Girls Club
- ◆ Asian Youth Family Center
- ◆ PAL
- ◆ Veteran's Hospital
- ◆ Girl Scouts
- ◆ Portland Impact
- ◆ Self-Enhancement
- ◆ House of Umoja
- ◆ Portland Environmental Services
- ◆ TLC/TNT
- ◆ St. Francis Church
- ◆ Project Green Thumb
- ◆ United Way
- ◆ OMSI
- ◆ Friends of Fair
- ◆ Cascade College
- ◆ El Club
- ◆ MCTV
- ◆ Portland Parks and Recreation
- ◆ Lutheran Inner City Ministries
- ◆ Native American Rehab. Assoc.
- ◆ Lazarus Art Society
- ◆ Oregon Fish and Wildlife
- ◆ Piedmont Plaza
- ◆ YMCA
- ◆ Friendly House
- ◆ Americorps
- ◆ Housing Authority of Portland
- ◆ METRO
- ◆ World Forestry Center
- ◆ Mult. Co. Juvenile Justice Comm.
- ◆ DEQ
- ◆ LPGA
- ◆ Friends of Community Gardens

## PORTLAND SCHOOLS SERVED

### Wilson Cluster

Jackson Middle School  
Rieke  
Gray Middle School  
Maplewood  
Capital Hill  
Hayhurst  
Stephenson  
Smith  
Wilson High School

### Marshall Cluster

Bridger  
Kelly  
Lent  
Whitman  
Woodmere  
Binsmead Middle School  
Marysville  
Lane Middle School

### Roosevelt Cluster

Astor  
Peninsula  
Portsmouth Middle School  
James John

### Madison Cluster

Jason Lee  
Rigler  
Harvey Scott  
Vestal  
Wilcox  
Rose City Park  
Rice  
Meek  
Gregory Heights M.S.

### Lincoln Cluster

Ainsworth  
Bridlemile  
Chapman  
Markham  
West Sylvan Middle School  
MLC  
Skyline

### Grant Cluster

Irvington  
Fernwood Middle School  
Alameda  
Hollyrood  
Laurelhurst  
Sabin

### Franklin Cluster

Arleta  
Creston  
Sunnyside  
Mt. Tabor Middle School  
Atkinson  
Glencoe  
Richmond  
Youngson  
Woodstock

### Jefferson Cluster

Boise Eliot  
Faubion  
Woodlawn  
Tubman Middle School  
Beach  
Kenton  
Ockley Green M.S.  
Whitaker Middle School

### Cleveland Cluster

Sellwood Middle School  
Buckman  
Duniway  
Lewis  
Llewellyn  
Grout  
Edwards



## "SNAPSHOT'S OF LEARNING ACTIVITY"

OSU/Multnomah County 4-H Youth Development  
and Portland Public Schools

### Elementary Schools

#### **Llewellyn**

Llewellyn elementary school is committed through their school improvement plan to develop the Oaks Bottom Wetland as a "living lab" for the school. 4-H has enabled Llewellyn to be chosen to become a "Wild School Site".

4-H in partnership with Oregon Dept. of Fish and Wildlife, and US Fish and Wildlife has developed a program called Wildlife Stewards. These volunteers are trained in environmental education as it pertains to creating and enhancing habitat through naturescaping techniques, wildlife study, water quality curriculum, and other topics. These volunteers along with trained naturescapers from ODFW will coordinate with 4-H staff and ODFW staff to help the school incorporate curriculum and activities to help meet their goals.

4-H Environmental Stewardship curriculum is being utilized at all grade levels at Llewellyn. Two teachers will be attending a "Wetland Wonders Training" on how to use a water quality education kit that is available through the Extension Office.

Llewellyn has reserved the kit for the April 24th late opening where they will do a total staff training on use of the kit. The use of this curriculum in the classroom will provide "hands on" science activities. The students will also have the opportunity to do field research using the tools provided and the concepts introduced in the kit.

#### **Richmond Elementary**

Extension is helping Richmond to develop a Wild School site on their property. This partnership will allow Richmond to be one of a few schools to pilot the Wildlife Steward program. As one of the initial schools they will receive assistance from a Naturescaper, Wildlife Steward, and Master Gardeners as well as curriculum support and training. This will be a school-wide project that will involve staff, parents and the entire student body with the completed project culminating in an outdoor living laboratory to be used as an aid in many curriculum areas.

4-H has provided curriculum to 13 teachers this year. These teachers work with approximately 382 students. Each teacher desired assistance dependent on upcoming thematic units and projects to enhance a variety of subjects. Curriculum in over 11 project areas was requested. Most frequently requested curriculum materials were in the area of Science (Natural Resources, Entomology, Forestry, Marine Science, and Geology). Several teachers requested Gardening, Nutrition, and Animal curriculum as well. The librarian has ordered some additional curriculum for a teacher resource library and several teachers have benefitted from Wild School Site training.

#### **Alameda**

Alameda school is in the process of building a new playground area. A portion of the area will be designated as a children's community garden. Extension staff met with the playground committee, which consists of several parent volunteers, teachers, and the principal

and shared horticulture curriculum as well as information about other garden projects in elementary school settings. They have decided to develop the project to be used at the fourth grade level at least for the first phase of the project. Eventually curriculum and activities will be made available at other grade levels.

There has been one parent volunteer identified in addition to the committee members who is interested in working on the project. Master Gardeners have been recruited to help with the planning and implementation of the project as well as educational support for the teachers.

### **Hayhurst Elementary**

Two Hayhurst parents benefitted from the OSU Master Gardener training and wanted to do their payback time at the school. Extension staff was able to meet with the principal, parents and neighborhood association to help them to begin the process of making their dream of a school courtyard garden a reality.

4-H has been valuable in helping them to be selected as a pilot school for the Wildlife Steward program. We have helped them with curriculum, training and referrals for grants. Several teachers are excited about involving their entire classroom in this project.

The courtyard garden living laboratory will provide the students of Hayhurst limitless opportunities to enhance their learning about Science. Teachers feel the laboratory will enhance all curriculum areas and will provide a much desired outdoor laboratory classroom.

Currently six teachers have asked that their classrooms participate in the development and hands-on work of this project. These teachers work with 193 students ranging from a pre-school early intervention program through 4th grade.

### **Middle Schools**

#### **Whitaker Middle School**

4-H, along with the Master Gardener program, has been working with Scott Lake who is a science teacher at Whitaker. They have developed a horticultural program focused on the greenhouse, which had lain dormant for some time.

4-H helped identify, recruit, and screen the MG's involved in the project. The volunteers work directly with the students in small groups. They are learning to propagate plants from seeds and cuttings.

This project is on-going and the gardeners are on site two days a week. The students are seeing the benefits of enhancing their environment with plants, and they are being exposed to career opportunities in the field of horticulture.

#### **Robert Gray Middle School**

Extension staff are working with two teachers and their 172 students to enhance the Science program. We have provided curriculum in Natural Resources, Electricity and Electronics, Small Animals, Nutrition and Horticulture.

4-H has provided training and the use of the 4-H Wetland Wonders kit. The next project that the teachers are requesting our assistance on is stream restoration at Fanno Creek

which backs up to the school property. This will enhance the Science program and give the students hands-on experiences with water quality, native plants, and environmental issues and a much desired outdoor living laboratory.

At least one of the teachers has a strong interest in gardening and our Master Gardener volunteers.

**Nutrition Education** - Provided through Extension's Nutrition Education Programs. Good health and good nutrition are essential for students to do their best in schools.

**Elementary Schools** - Over the past two years, 19 schools and 34 teachers from Portland Public Schools elementary schools incorporated the Extension 4-H Nutri-Kid Program as part of their health curriculum in grades K-3. The 4-H Nutrition Program helps teachers present activity-based education using student worksheets, games, and optional food preparation and tasting which reinforce nutrition concepts to young students.

**High schools** - Extension Nutrition Assistants conduct classes in concert with high school teachers involved in the Portland Public Schools Teen Parent Program at ten different sites. The hands-on learning addresses nutrition, food buying and preparation, safety and sanitation, basic living skills, family budgeting, and decision-making that leads to increased self-sufficiency for teen moms and dads. A primary focus is to help students learn more about the relationship of good nutrition and health for themselves and their families.

**Colors** - The COLORS (Challenging Opportunities in Leading Others to Reach Self-Discovery) program was developed to train adult leaders, teachers, counselors, and parents to facilitate activities for their youth in team building, personality differences, communications, and other leadership roles. The program uses the Real Colors personality test and program to show youth that people are different in the way they learn, teach, and understand. They can then relate to others on different levels and accept the differences.

The Portable Challenge program is also facilitated by these leaders. The Challenge Program pushes youths past their comfort zone. They are challenged to work together, solve problems, and find the best ways to meet a challenge. At the conclusion of the program, the group works to do community services in their neighborhood or community.

This program is being used in the Portland Public Schools as well as by leaders in different communities in the city. Children are learning to develop leadership skills that are vital to surviving today. The leaders are also seeing that there are ways to expand their "normal" way of teaching.

## **SUMMARY**

Portland Public School teachers repeatedly voice their appreciation for Extension's 4-H Youth Development Program to Extension staff. We consistently hear they feel it is wonderful to have access to so many free/low cost, user-friendly curriculums, trainings, and events.

Teachers find that 4-H can help on most thematic units which cross all curriculum areas.

With over 50 project/subject areas to choose from, as well as assistance from Resource Leaders and other Extension "master" programs, teachers can confidently teach new topics.

We often hear that the hands-on and child-centered approach of Extension curriculum is very effective with children. Many appreciate that our program is not "canned" but rather individualized to their curriculum needs and that they confidently share the research-based information knowing it is accurate.

*Experience a refreshing and effective form of political discussion.*



*2nd Annual*  
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# Pacific Northwest Public Policy Institute

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## **A New Approach to Solving Problems**

National Issues Forums (NIF) is a project of the National Issues Forums Institute, Dayton, Ohio, a nonpartisan organization dedicated to developing programs that respond to the need for citizen participation in finding solutions and resolving issues of public importance. NIF provides a means for groups to participate in formulation of public policy, or simply to consider the issues of public interest, whether local, state, or national. It offers a different way of practicing politics through a process of working toward a public choice and involving and empowering individuals to participate actively in their government.

In cooperation with a nationwide network of educational and civic organizations, NIF sponsors annual Public Policy Institutes that prepare people to lead the NIF process, enabling them to work with their organizations and communities in addressing current issues of widespread public concern. More than 5,000 civic and educational groups are part of the NIF network, actively presenting forums. Each year NIF selects four issues of crucial national importance and develops issue study booklets and video presentations for them. The 1996 issues are: Mission Uncertain: Reassessing America's Role in the World; Pocketbook Pressures: Who Benefits from Economic Growth?; The Troubled American Family: Which Way Out of the Storm?; How Can We Be Fair? The Future of Affirmative Action.

## **Learn NIF Skills at the Institute in Portland**

The Pacific Northwest Public Policy Institute, sponsored by Portland Community College and Oregon State University Extension Service, offers a comprehensive training program for those interested in learning NIF concepts and design considerations that are the base for the NIF process for public dialogue. This training brings back the tradition of the town hall meeting, in which each member of the group has an opportunity to be heard as important issues are discussed. It also provides a setting for better understanding the viewpoints of others, which is the first crucial step toward resolution. The institute also provides:

- a chance to meet and work with colleagues who work in similar organizations; and
- resource materials, mailed to you throughout the year, which will assist with convening or moderating NIFs of your own.

## **Apply NIF Techniques to National and State Issues**

The NIF process involves group deliberation on national, state, community, and organizational issues. The process is being used throughout the country in schools, correctional institutions, neighborhood associations, and citizens' groups to deliberate on current issues.

## Public Policy Institute Application

Complete this application form and mail it to be received by July 8, 1996, to Neal Naigus, Portland Community College, PO Box 19000, Portland OR 97280-0990, or FAX it along with credit card information or a company purchase order to 503-452-9581.

Name ☐ Male ☐ Female

Print name as you would like it on your name tag

Job title and professional affiliation

Address ☐ Home ☐ Office

City State ZIP Code

Daytime Phone Evening Phone FAX Number

☐ Public Policy Institute Enrollment Fee: \$ \_\_\_\_\_  
(195 by June 28th or 250 after June 28th)

☐ Housing Options:  
Thursday-Saturday nights— \$140 \_\_\_\_\_  
Friday-Saturday nights— \$110 \_\_\_\_\_  
Sunday night — \$45 \_\_\_\_\_

☐ 2.0 CEUs from PCC (optional) — \$10 \_\_\_\_\_

Total Amount \$ \_\_\_\_\_

☐ Enclosed is my check payable to: *Portland Community College/PPI*

☐ Enclosed is a company purchase order

☐ Please bill my VISA/MasterCard

Account Number Expires Name on Card

Have you attended previous Public Policy Institutes? ☐ Yes ☐ No  
If yes, please list the years attended and location

Have you ever convened an NIF forum or study circle? ☐ Yes ☐ No

Have you ever moderated an NIF forum or study circle? ☐ Yes ☐ No

In what organizations or groups do you hope to utilize the skills you gain at the Public Policy Institute? (Please provide names.)

If you would like American Association of Consumer and Family Science Professional Development units (no charge) please check here \_\_\_\_\_ ☐

Pacific Northwest Public Policy Institute  
c/o Neal Naigus  
Portland Community College  
PO Box 19000  
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A training program for public deliberation about national and state policy. A joint program of Portland Community College and Oregon State University Extension Service.



# **Multnomah Commission on Children and Families**

## **Workplan 1996-97**

The Multnomah Commission on Children and Families worked intensively from June, 1995 through February, 1996, to describe the major system changes required to implement "A Chosen Future for Children and Families in Multnomah County", the County's comprehensive plan.

The Commission previously identified eight system elements to examine for change: changing norms, community involvement, funding, information systems, close proximity centers, early assessment, planning and becoming a learning system. During its six months of internal planning, the Commission convened task groups on three of those system elements: changing norms, funding and planning. The workplan which follows evolved in a February retreat based on the work of those three task groups.

### **Planning**

Build an effective, dynamic comprehensive plan by implementing a system of research- and evaluation-based community-wide planning for children and families. The planning system will blend many perspectives and will include both professional expertise and review through the Wellness Team and community-based planning through caring communities and other naturally existing groups.

The Commission will assume several roles in planning.

- Facilitate and produce the county's comprehensive plan for children and families.
- Design the infrastructure to support children and families: what are the directions, mechanisms and inter-relationships among major systems elements such as funding,

evaluating, planning, close proximity centers, community norms, citizen involvement.

- Prioritize benchmarks and major directions within benchmarks for implementation.
- Implement the "Draft 7" recommendations of the Planning Committee.
- Set guidelines and principles for inclusive community-based planning.
- Following consultation with the Wellness Team, sponsor planning groups and support their work with skilled facilitation and research.
- Review completed plans in conjunction with the Wellness Team; extract policy recommendations from the plans and act on them ; incorporate approved plans into the comprehensive plan.
- Assume the role of providing access to information about planning and funding through an on-line planning service and a newsletter.
- Develop a mechanism to assure that evaluation informs planning and review progress towards benchmark achievement.

## **Advocacy**

Advocacy is a key responsibility of the Commission. The citizens and the professionals who sit on the Commission become the active and tenacious community voice on behalf of children and their families. Their constituencies are many: parents, funders, providers, citizens, school boards, teachers, customers, county departments, elected officials including the legislature, state government, animal clubs, chambers of commerce, local school advisory committees and many more.

The Commission has outlined several tasks supporting its advocacy role.

- Create and deliver a "road show" describing the County's compelling vision for children and families and the values that circumscribe that vision. Include visuals such as a computer-generated presentation, brochures, and charts.
- Develop policy recommendations to the Board of County Commissioners supporting children and families; work with County Commissioners to develop congruence with their policies; advocate for those policies at every level.
- Develop a quick response system to address the media on critical issues.
- Educate the community about the value of funding following planning.
- Advocate for the implementation of the comprehensive plan at every level.
- Meet with neighborhood based groups to share with them the county's priorities and plans for children and families and to hear their interests and concerns.

## **Public Education**

The Commission has a role in developing awareness among the citizenry of Multnomah County of the complexity of issues facing children and families in our community. Commissioners also have a role in articulating effective strategies to build wellness. Some current community norms do not support wellness and the Commission will undertake changing some of those norms.

- Use a public education campaign and other strategies to change one or more identified norms which are barriers to a healthy community.
- Work with businesses to build family-friendly policies. With neighboring counties, sponsor an awards event for businesses which have made significant progress in that direction.

## **Research and Data Analysis**

The Commission wants to build a common understanding of and value for the need for change. In order to do that, Commissioners must be able to describe the current status of children and families.

- The Commission will seek to add value to the community's knowledge of its children and families by continuing to develop increasingly sophisticated research and data analysis.
- The Commission will continually refine a "children's budget" which describes all funding that comes into Multnomah County for children and families along age and risk continuums.
- The Commission will support research on best and emerging practices for planning.
- The Commission will seek evaluation data to inform its work.

## **Funding**

The Commission plays several roles in funding. While having responsibility for allocation of several million dollars in state and federal funds, it also will play a role in building relationships among funders.

- Review Commission funding practices to assure that they are leveraging systems change and are supporting the implementation of the comprehensive plan; focus commission resources on Family Centers.
- Convene a Funders Council and work with funders to build collective ownership for and implementation of the comprehensive plan.
- Ask funders to consider system wide issues such as livable wages for contracted services to improve quality and retention rates for provider agencies.
- Develop opportunities for collaborative and leveraged funding.
- Explore the impact and opportunities of block grants. Advocate for, consider funding and track one or more pilot block grants in the community.
- Assure that MCCF funds impact and provide incentive for systems change.
- Build business investment in children and families.
- Fund facilitation and research to support planning.
- Fund and/or provide technical assistance and training to providers based on county priorities.

### **Advisory Boards**

The County has a number of Advisory Boards with different and sometimes overlapping charges and statutory responsibilities. The Commission's task will be to involve all of those advisory bodies in the compelling vision for children and families and to identify their appropriate relationships.

- The Commission will build effective relationships with key advisory boards including the Local Public Safety Council, Community Action Commission, Leaders' Roundtable, Portland Multnomah Progress Board, Schools Systems and neighboring counties' Commissions on Children and Families.
- The Commission will convene and staff a Youth Advisory Council, which may become advisory to several organizations.

### **Evaluation**

The Commission is committed to evaluating programs and systems that serve children and families in order to direct systems change more effectively.

Convene, in partnership with institutions of higher education, an Evaluation Research Advisory Council with professional evaluators to design and implement common program and system evaluations across the community.

## **Consumer Consultation**

Basic to the Commission's work is the involvement and constant feedback from customers. They are at the center of the county's mission. The Commission will

- develop mechanisms to assure continuous consumer consultation and involvement.

## **Technical Assistance and Training**

The Commission will assume the role of a clearinghouse for technical assistance and training.

- Provide technical assistance to county departments and non-profit service providers who are seeking grant funds consistent with the comprehensive plan.
- Coordinate training opportunities around services to children and families throughout the community; broadcast information about trainings.
- Support technical assistance which propels providers toward systems change and capacity building.

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