

MEMORANDUM

December 5, 1975

TO: DONALD B. EPPLEY, City Manager  
FROM: MARLIN J. DE HAAS, Director of Public Works  
SUBJECT: Tri-County Local Government Commission

At Don Carlson's request the City be represented, I sat in for you and Corky at the December 3rd inaugural session of the Tri-County Local Government Commission, attending the luncheon and the afternoon informal hearing sessions.

The luncheon, which lasted from 12:30 until past 2:00 p.m., consisted mostly of introductions, welcomes, remarks, etc., by ex-governor McCall, Legislators, etc.

The informal hearings from 2:30 until almost 5:00 p.m. were quite interesting. Prepared and off-hand statements were made by several interested citizens as follows:

1. Don Clark, Chairman of the Multnomah County Commission spoke and really did not say much except that he was interested in solving some of our problems.
2. Mel Gordon, Multnomah County Commissioner, spoke and did not say much except that he was willing to cooperate with the program.
3. Loyd Anderson, of the Port of Portland, made the following specific points:
  - a) Don't make the system so difficult that the program is stagnated.
  - b) Don't change where all is o.k.
  - c) Metropolitan Service District should be considered for sewer and water.
  - d) Service districts who tax should have elected officials.
4. Bob McWilliams, City Manager of Gresham, made the following general comments:
  - a) Giving Multnomah County home-rule power was a major mistake.

- b) City-County consolidation legislation was too complex and, therefore, failed.
  - c) We provide too many optional programs. We should take a hard look to determine what are the essential services. We should look to providing basically these essential services.
  - d) Cities can get too big so that they may not be manageable.
  - e) Perhaps CRAG, MSD, Tri-Met, etc., should all be under one board of elective officials.
5. Mary Peterson, Coordinator of Portland Neighborhood Program, has the following comments:
- a) There are no experts at this point in citizen participation.
  - b) Perhaps a process like jury selection should be used for choosing members of boards.
6. Larry Rice of CRAG has the following comments:
- a) Look at our historical framework.
  - b) Consider economy. Consider our environmental debt.
  - c) Look at existing models.
  - d) Develop strategy for change.
  - e) Don't be too innovative or try to be all things to all people.
7. Tony Federici, Chairman of the Boundary Review Commission, has the following comments:
- a) He notes large conflict problems between cities and counties.
  - b) Someone needs to be making decisions.
  - c) We should look into the movement with money.
  - d) Don't fliter away cities with all kinds of districts.
  - e) Nct sure whether we should get into school budgets and financing or not.
8. Sue Juba, President of the Portland League of Women Voters, made the following comments:
- a) Keep recommended items simple.
  - b) Divisions needs to be small enough so that there is enough identification.
  - c) Let the public know what you are doing.
9. Don (someone) who had spent seven (7) years on the Metropolitan Study Commission, and apparently he is from Lewis & Clark), had the following comments:
- a) Simplify and address only to those things necessary.
  - b) We must trust competent administrators and trained public employees.

Donald B. Eppley

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December 5, 1975

10. Carl Halvorson, Vice Chairman of the Commission, had the following strong comments:

- a) Have good reasons for what we do.
- b) Look into the reasons why certain special districts or services were formed.

Respectfully yours,



MARLIN J. DE HAAS, P.E.  
Director of Public Works

md

cc: File - CM

December 10, 1975

TO: Tri-County Local Government Commission

FROM: Interim Executive Committee

SUBJECT: SUGGESTED COMMISSION WORK PLAN

This memorandum is designed to begin discussion of the Commission's work program. The time schedule is very flexible and the committee structure relates particularly to Phase I and may require redoing thereafter.

During Phase I (which is dealt with in greater detail below), Commission members will acquaint themselves with the current governmental system and will identify issues that need addressing and problem areas that need correcting. In Phase II the members will develop alternative means for resolving the issues and problems identified during Phase I. In Phase III the members will adopt the preferred alternatives and will develop recommendations and a plan to implement them. These may include recommendations to the legislature, to the Governor, to local governing bodies and to the voters.

It is suggested that Phase I run from now through March, 1976, Phase II from April through July, 1976, and Phase III from August, 1976, through May, 1977. The schedule is intended to permit the Commission to get any legislative recommendations prepared in time for sufficient consideration by the 1977 session of the Legislature.

Phase I: Organization and Orientation.

In order to develop a common perspective and understanding of the governmental system in the tri-county area today, its problems as well as its potential, the Commission should begin with a description of that system: how it is organized, how it is financed, how it delivers services and its accessibility and accountability to the people it serves. The following committee organization supported by staff should facilitate this process.

Proposed Committees and Responsibilities

1. Regional Governments and Agencies Committee

This committee should determine the present pattern of regional governments and agencies, their jurisdiction, authority, organization, finances, accessibility and

# Neighborhood Organizations and Citizen Involvement

## Draft Work Program

29 December 1975

Summary of Sections of Memo, Suggested Commission Work Plan, December 10, 1975.

During Phase I, Commission members will

- acquaint themselves with current government system
- identify issues that need addressing
- identify problem areas that need correcting

The Commission should begin with a description of governmental system:

- how it is organized
- how it is financed
- how it delivers services
- its accessibility
- its accountability

This committee on neighborhood organization and citizen involvement should

- examine avenues currently open
- examine avenues institutionalized
- determine relationships and co-ordination between city, county, and regional programs
- determine whether such programs are able to affect public policy

### Suggestions for Committee Work Plan

A. Identify areas where citizen involvement is required, the process by which it is fulfilled, and the process for appeal, if any.

1. Federal

- Ie. Interstate highway projects
- Tri-Met projects
- Energy projects
- Federal land holdings

2. State

Ie. LC DC  
Economic development

3. Regional

Ie. CRAG  
Boundaries  
MSD

4. Local: City, County, Schools

Ie. Zone changes  
Re-organization of schools  
Channels for citizen inquiries

5. Neighborhood organizations

Ie. Traffic  
Recreation  
Channels to government  
Channels to neighbors

II. Summarize general process for citizen involvement and course of appeal (to be expanded upon in Phase II).

III. Identify names of all neighborhood organizations in each of 4 areas: Portland, Multnomah County, Clackamas County, and Washington County. Obtain organizations concept of their responsibilities and functions. Set up program for personal contact with as many as possible. Determine major concerns.

IV. Identify names of special interest organizations. Same as III

V. Identify state and local citizen commissions. Interview members concerning advisability and success of commission-staff organization.

VI. Identify current trends, innovations and legislation relating to citizen involvement. Determine effectiveness of citizen action.

TRI-COUNTY LOCAL GOVERNMENT COMMISSION

WORK PROGRAM

PHASE ONE: Organization, Orientation and Problem Identification  
(December 1975 - April 11, 1976)

A. Organization

Objective: To organize Commission, employ staff,  
procure space and equipment

Work Activities:

1. Selection of Executive Committee
2. Adoption of budget
3. Adoption of rules
4. Adoption of general work program
5. Adoption of Statement of Purpose
6. Designation of standing Committees and officers:
  - a) Finance and Taxation
  - b) State-Local Relations
  - c) Regional Governments and Agencies
  - d) Local Government and Intergovernmental Relations
  - e) Neighborhood Organizations & Citizen Involvement
7. Public Information Program
  - a) Press coverage/features on Commission members and meetings
  - b) Two newsletters - one for internal purposes, another for public distribution
  - c) Public service spots
  - d) Design public information television show
  - e) Establish speakers bureau
  - f) Monitor press coverage
8. Raising balance of local match
9. Staffing: Staff Director  
Research Associate  
Public Information Officer  
Administrative Secretary  
Research and clerical assistance through part-time employment, including work/study
10. Securing space and equipment: Space will be obtained at Portland State University, and the State of Oregon will provide major items of furniture.



Phase One - continued

B. Orientation and Problem Identification

Objective: To develop a common awareness on the part of the Commission of the existing system of governance within the Tri-County area, including its structure, functions and financing. This process should identify the issues and problems of the existing system.

Work Activities:

1. Finance and Taxation Committee - Through weekly meetings the Committee will consult with resource persons knowledgeable in local public finance. Staff will conduct research, and a team of PSU Urban Study Students will collect and analyze data on revenue sources and expenditure patterns.

Resource people will include the executive officer for the Multnomah County Tax Supervision and Conservation Commission; senior administrative officers for each county and a number of cities including Portland. Administrators from special districts will also be invited.

2. State-Local Relations Committee - This Committee will survey the activities of major state agencies as they relate to the Tri-County area. Staff from the Health Division, The Land Conservation and Development Commission, Department of Transportation, Boundary Commission, Oregon Law Enforcement Council, Housing Division, Children Services Division, Department of Environmental Quality, and the Inter-Governmental Relations Division will appear to discuss their areas of concern. These activities will be augmented by staff research and research by a PSU Urban Studies Team which will explore overlapping between State and local levels of government and how relationships between these units can be improved to minimize conflict, maximize efficiency and enhance the role of citizens.
3. Regional Governments and Agencies Committee - This Committee will examine the authority, structure financing and activities of each of the regional entities now operating in the area. The Committee will meet with administrative officers from each agency involved and will be assisted by staff research. A PSU Urban Studies team will develop a report on how these agencies view their role, how they inter-relate amongst themselves and with local governments and the impact of this regional trend on state and federal activities in the metropolitan area.

B. continued

4. Local Government and Intergovernmental Relations Committee - This Committee will examine functions and services of cities, counties and special districts. Beginning with public safety, the Committee will meet with functional practitioners in the field and make use of research materials from staff.

A PSU Urban Studies team will focus on the development of counties and how urbanization has altered their role visa-vis cities and special districts. Another student team will develop an inventory of local units of government and services currently provided and prepare a report on the advantages or disadvantages if some services were to be consolidated.

5. Neighborhood Organizations and Citizen Involvement Committee - This Committee will meet with liaison officials between neighborhood groups and each county and the City of Portland. Leaders of representative neighborhood groups from the region will be invited to meet with the Committee. A PSU Urban Studies team will compile an inventory of existing neighborhood organizations and will then describe them by mode of operation, areas of interest and policy impact.

Staff research will assist the Committee to delineate major issues and problems relative to neighborhoods and the decision-making process.

6. Public Information Program

Product

- a) Committee reports to be completed by April 2
- b) Commission report for Phase I integrating issues and problems which will become focus for remainder of project.

PHASE TWO: Analysis of Problem Areas, Including Functional Assignment and Development of Alternate Solutions - April - September, 1976

A. Objectives:

Development and analysis of alternate solutions to problems identified during Phase I, the advantages and disadvantages of each, and adoption of recommendations.

Phase II - continued

Work Activities:

1. Organize committees to:

- a) Review functional problems selected and assign functions or aspects of functions to appropriate level of government.
  - (1) Public Safety - Fire, Police, Ambulance, Courts, Correction
  - (2) Administration, Finance, Taxation and Personnel
  - (3) Public Transportation, Highways, Roads, Bridges
  - (4) Public Works & Utilities (including water, waste water, solid waste)
  - (5) Leisure Time Activities (including libraries, zoos, parks, auditoriums, stadiums, and other public cultural/recreational and educational services)
  - (6) Human Services (including health, public assistance, housing, manpower - aging, youth, etc.)
  - (7) Land Use (including planning, zoning, sub-divisions building permits urban growth, community development)
- b) Review problems relative to structure(s) of government and recommend improvements.
- c) Review financial problems and recommend improvements.

2. Public Information Program

Product:

Report and recommendations

PHASE III: Implementation of Recommendations (October, 1976 - May, 1977)

Objective:

To establish an action plan with public information component alongside of political efforts to promote acceptance and enactment of Commission recommendations.

Work Activities:

1. Present necessary legislative proposals to Oregon Legislative Assembly
  - a) Structure
  - b) Functions
  - c) Financing
2. Present proposals appropriate to local units of government
  - a) Structure
  - b) Functions
  - c) Financing

3. Proposals to be placed before voters
  - a) Structure
  - b) Functions
  - c) Financing
4. Public Information Program
5. Prepare Final Commission Report

CLACKAMAS  
MULTNOMAH  
WASHINGTON

NEWS RELEASE

TRI-COUNTY LOCAL GOVERNMENT COMMISSION

527 S.W. HALL STREET

PORTLAND, OREGON 97201

PHONE: 221-1646

RONALD C. CEASE,  
Chairman

CARL M. HALVORSON,  
Vice Chairman

A. MCKAY RICH,  
Staff Director

FOR IMMEDIATE RELEASE: FEBRUARY 7, 1976

CONTACT: Bill Cross, Public Information Coordinator

CITY AND COUNTY TAXATION PROBLEMS EXAMINED

"Should city residents pay for services through county taxes that they don't receive such as county sheriff patrols?" was the question posed by Hal Schilling, Milwaukie City Manager, to the Tri-County Local Government Commission at the Finance and Taxation Committee's meeting on Thursday, February 5th. Schilling is one of many individuals inside and outside of government presenting information to the Commission and discussing local problems with its members.

Bob Simpson, a resident of Portland and Chairman of the Finance and Taxation Committee, explained "We are going through a broad overview of problems in local government related to finances and exploring such issues as equity, administrative efficiency and fiscal accountability." An attorney, Simpson served as Chairman of the Portland Metropolitan Study Commission for five years.

The overall charge of the 65-member Tri-County Local Government Commission is to examine the existing structure of local governments in Clackamas, Washington and Multnomah Counties, the services provided and the needs of its people in an effort to develop actionable recommendations to help governments deal more effectively with their common and interrelated problems.

Schilling explored differences in city and county taxation philosophies with Commission members as he explained that Milwaukie has started to correct the problem of city taxpayers paying for services that benefit outside users by charging library fees to non-residents of the city. Schilling said that the library funding problem is symptomatic of the basic issue that county government doesn't view its responsibilities to those within cities the same as those living outside incorporated areas -- though all pay the same county tax rate.

Simpson indicated that the issue of equity will be of major concern to the Finance and Taxation Committee as it studies various ways of bringing the costs and benefits of public services into better balance. Next week the Committee will hear from Clackamas County officials on this issue. On Thursday, February 12, the Finance and Taxation Committee will hear presentations from Jerry Justice, Clackamas County Administrative Assistant, and Don Eppley, Lake Oswego City Manager, at its noon meeting at 527 S.W. Hall, Conference Room D, Third Floor.

Other Commission members from Clackamas County are: Mary Elizabeth Blunt, Firwood Neighbors, Inc., Sandy; Alan Brickley, West Linn Mayor; Joy Burgess, Milwaukie Council Member; Carl Halvorson, Lake Oswego businessman and serving as Vice-Chairman of the Commission; Corky Kirkpatrick, Lake Oswego Council Member; State Representative Ed Lindquist, Milwaukie; Robert Schumacher, Clackamas County Commission Member; Ardis Stevenson, Lake Oswego Planning Commission Member.

CLACKAMAS  
MULTNOMAH  
WASHINGTON

**TRI-COUNTY LOCAL GOVERNMENT COMMISSION**

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PORTLAND, OREGON 97201

PHONE: 221-1646

RONALD C. CEASE,  
Chairman

CARL M. HALVORSON,  
Vice Chairman

A. McKAY RICH,  
Staff Director

March 12, 1976

FOR RELEASE TUESDAY, MARCH 16, 1976

CONTACT: Bill Cross, Public Information  
Coordinator

TRI-COUNTY LOCAL GOVERNMENT COMMISSION MEETS THURSDAY

Robert G. Simpson, former chairman of Portland Metropolitan Study Commission, will keynote the Tri-County Local Government Commission meeting with a review of past government reorganization efforts in the Tri-County area entitled "What Happened, What Didn't Happen and Why" at 7:30 p.m., Thursday, March 18, Room 327 of the Smith Memorial Center at Portland State University.

The 60-member Commission is examining the existing structures of local government in Clackamas, Multnomah and Washington counties, the services provided and the needs of the people in an effort to develop recommendations which can lead to increased citizen participation and bring the costs and benefits of public services into better balance. The analysis will focus on both centralization and decentralization of public services in an effort to help governments deal more effectively with their common and interrelated problems.

Simpson is the Chairman of the Commission's Committee on Finance and Taxation and has long been active in local government reorganization efforts through his involvement as both member and chairman of the Portland Metropolitan Study Commission (PMSC). PMSC developed and recommended enabling legislation for the creation of the Portland-Metropolitan Area Boundary Commission and

the Metropolitan Service District.

Simpson is a Portland attorney with the firm of Souther, Spaulding, Kinsey, Williamson and Schwabe.

The Commission will also hear reports Thursday night from its five committees: Neighborhood Organizations and Citizen Involvement, Regional Government and Agencies, State-Local Relations, Local Government and Intergovernmental Relations, and Finance and Taxation. There is no charge and the public is invited to attend. Parking is available in the University Center Parking Garage, 5th and Harrison Street entrance.

- thirty -

An agenda is enclosed.



TRI-COUNTY LOCAL GOVERNMENT COMMISSION

WORK PROGRAM - PHASE II

GOAL

Based on the problems identified in Phase I, develop recommendations for simplifying and reorganizing the Tri-County governments into a comprehensive system that can more efficiently and effectively plan, finance and deliver local and regional services. *Services should be provided, in so far as possible, at that level of government closest to the people that can economically and efficiently provide them.* *responsively*

GUIDELINES

2. Reduce the number of units of government by: eliminating unnecessary units; consolidating (single-purpose into multi-purpose) units and restructuring units and jurisdictions on a rational, functional basis.
3. Develop a logical, integrated system of delivering local and regional services that can be understood and supported by the citizens of the Tri-County area, as well as state and federal agencies.
4. Develop a coordinated system of establishing priorities, planning and financing services in the Tri-County area.
5. Recommend the method or methods to be employed in selecting members of the governing authorities of the units of government. *(evaluating)*
6. Recommend an ongoing review procedure for monitoring *(evaluating)* and modifying government.
7. Develop *(means for)* meaningful citizen participation at all levels.
8. Encourage the development of model management procedures for state and local governments.
9. ~~Develop methods of finance which are based, so far as possible, on the ability to pay.~~ *Develop an equity method of public finance in tri-county area.*
10. Recommend that the state not mandate services by local governments without providing the revenues for these services from state funds.
10. Examine models of 2-tier vs. MUD multi-service govt.

*delete*  
*delete plus*

WORK ACTIVITIES

1. The existing committees will individually develop recommendations for restructuring governments in the Tri-County area. They are expected to focus more specifically on subject areas assigned to them.
2. Prior to the conclusion of Phase II, the committee recommendations will be synthesized into a Tri-County Local Government Commission recommendation.

AMR:els

MSP - plan, health, trans. port

M-7

NEWS RELEASE

CLACKAMAS  
MULTNOMAH  
WASHINGTON

TRI-COUNTY LOCAL GOVERNMENT COMMISSION

RONALD C. CEASE,  
Chairman  
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A. McKAY RICH,  
Staff Director

1912 S.W. 6th Ave. PORTLAND, OREGON 97201 PHONE: 229-3576

FOR IMMEDIATE RELEASE: APRIL 13, 1976

CONTACT: Bill Cross, Public Information Coordinator

TRI-COUNTY LOCAL GOVERNMENT COMMISSION

ADOPTS WORK PROGRAM FOR PHASE II

The Tri-County Local Government Commission adopted a work program, which includes guidelines outlining the Commission's general focus for Phase II, at a week-end conference held on April 10th - 11th at the Inn at Otter Crest.

Based on the problems indentified during the past four months and the guidelines adopted April 11th, the Commission will develop recommendations for simplifying and reorganizing the Tri-County governments into a comprehensive system that can move effectively and efficiently plan, finance and deliver local and areawide services. In fulfilling its responsibility, the Commission will endeavor to advance equity, efficiency, economy responsiveness, visibility, accountability, citizen participation, political feasibility and actual service needs.

At the conference, eight discussion groups reviewed and analyzed the problems identified by the Commissions five committees on Neighborhood Organizations and Citizen Involvement, Local Government and Intergovernmental Relations, State and Local Relations, Regional Governments and Agencies, and Finance and Taxation. The discussion group's recommendations led to the Commission's adoption of the following guidelines for the Phase II work program:

- 1) Services should be provide, in so far as possible, at the lowest level of government that can economically, responsively and efficiently provide them.
- 2) Reduce the number of units of government by eliminating unnecessary units, consolidating single-purpose into multi-purpose units and restructuring units and jurisdictions on a rational, functional basis.
- 3) Develop a logical, integrated system of delivering local and regional services that can be understood and supported by the citizens of the Tri-County area as well as state and federal agencies.
- 4) Develop a coordinated system of establishing priorities, planning and financing services in the Tri-County area.
- 5) Recommend the method or methods to be employed in selecting members of the governing authorities of the units of government.
- 6) Recommend an ongoing review procedure for monitoring, evaluating and modifying government.
- 7) Develop means for meaningful citizen involvement at all levels.
- 8) Develop a method of equitable public finance within the Tri-County area.
- 9) Recommend that the state not mandate services by local governments without providing the revenues for these services.
- 10) Prepare proposals for consideration by the Commission that would achieve guidelines 1-9 according to a two-tier model of government with area-wide and city-community levels and a three-tier model with areawide, county and city-community levels.

The discussion groups were chaired by the following Commission members:

- Bill Webber, Vice-President of Tektronix, Inc., Tigard.
- Jack Nightingale, Business Manager of Hessel Motors, Inc., Gresham.
- Ilo Bonyhadi, Port of Portland Commission Member, Portland.
- Lloyd Hammel, General Attorney for Pacific Northwest Bell, Portland.
- John Frewing, Area Three Advisory Committee member for School District #1., Portland.
- Julie Keller, Staff member of Mallicoat and Associates, Lake Oswego.
- Phil Bogue, Managing Partner of Arthur Anderson and Co., Portland.
- Steve Telfer, Director of Local Government Personnel Institute, Tigard.

The 60-member Commission of citizens and public officials was formed in December, 1975, after the Tri-County area and Denver won a nationwide competition to become test centers for local government reorganization projects. The program is funded two-thirds under a contract by the U.S. Department of Housing and Urban Development and one-third from local public and private sources.

BC:rr

COMMISSION MOVES INTO PHASE II

Although there were moments on Sunday morning of the Otter Crest Conference when completion of Phase I looked somewhat uncertain, completed it was!

More than 50 members attended the Conference to wrap up the "problem identification" phase of the Commission's work program. On Saturday, the members participated in workshop discussions to review and analyze the problems and issues identified by the standing Committees during the past four months. That afternoon, the discussion groups presented oral reports regarding these issues as well as suggesting areas of concern not included in the Committee reports.

The conclusion of Phase I was marked by the Commission's formal acceptance, with minor amendments, of the Committee Phase I Reports on Sunday morning.

Commission members, eager to move into the problem-solving stage, kicked off Phase II by adopting a work program which includes guidelines outlining the general focus and direction that the Commission will follow in developing alternatives and solutions.

Based on the problems identified during the past four months and the guidelines adopted April 11th, the Commission will develop recommendations for simplifying and reorganizing the Tri-County governments into a comprehensive system that can move effectively and efficiently plan, finance and deliver local and areawide services. In fulfilling its responsibility, the Commission will endeavor to advance equity, efficiency, economy, responsiveness, visibility, accountability, citizen participation, political feasibility and actual service needs.

The following guidelines for the Phase II work program were adopted:

## Guidelines for Phase II

- 1) Services should be provided, in so far as possible, at the lowest level of government that can economically, responsively and efficiently provide them.
- 2) Reduce the number of units of government by eliminating unnecessary units, consolidating single-purpose into multi-purpose units and restructuring units and jurisdictions on a rational, functional basis.
- 3) Develop a logical, integrated system of delivering local and regional services that can be understood and supported by the citizens of the Tri-County area as well as state and federal agencies.
- 4) Develop a coordinated system of establishing priorities, planning and financing services in the Tri-County area.
- 5) Recommend the method or methods to be employed in selecting members of the governing authorities of the units of government.
- 6) Recommend an ongoing review procedure for monitoring, evaluating and modifying government.
- 7) Develop means for meaningful citizen involvement at all levels.
- 8) Develop a method of equitable public finance within the Tri-County area.
- 9) Recommend that the state not mandate services by local governments without providing the revenues for these services.
- 10) Prepare proposals for consideration by the Commission that would achieve guidelines 1 through 9 according to a two-tier model of government with areawide and city-community levels and a three-tier model with areawide county and city-community levels.

In other action at the Conference, the Commission approved the proposed Public Information and Citizen Involvement program for Phase II and adopted a motion to establish an official Public Information and Citizen Involvement standing

committee to help implement the program. The Committee, chaired by Corky Kirkpatrick, a member of the Lake Oswego City Council, includes:

BC:els  
4/16/76

UPDATE FROM DENVER

The 41-member Denver Metropolitan Study Committee has organized and staffed seven task forces:

1. Finance and Taxation
2. Legal Analysis
3. Community and Neighborhood Level Services
4. Survey of City Managers and Public Administrators
5. Survey of Four County Citizen-Voters
6. Functional Analysis and Selection of Alternatives
7. Public Information and Education

Each task force is supported by a research team of university faculty and students; over 20 persons from universities in the Denver area are working with the Committee. Most task forces are scheduled to issue reports in the late Spring or early Summer of this year. The Denver Committee presented its goals and objectives to the community on a half-hour public affairs television program in February.

Members of the National Academy on Public Administration met in Denver on April 1 and 2 in conjunction with the Fifth Colorado Urban Conference, which the University of Colorado and the Denver Urban Observatory sponsor on an annual basis. Executive officers Ron Cease and Carl Halvorson and staff director, McKay Rich, met with their Denver counterparts and the Academy panel to exchange progress reports and share problems. The report they brought back from Denver was favorable - - the Academy was pleased with the progress and eagerly awaiting the results of the Otter Crest Conference.



PHASE II COMMITTEE REORGANIZATION

In developing the work program for Phase II at the Otter Crest Conference, the Commission approved a reorganization of the committee structure along functional lines. Phase II committees will review the function and aspects of functions assigned to them and determine whether they are essential or optional for performance by local or regional governments and which level or levels of government should provide them.

The functional assignments by the committees will be done within the framework of the guidelines adopted April 11th and the models identified in Guideline 10. Model II (similar to Toronto) represents the longer range, more ideal approach while Model III (similar to Twin Cities) represents the shorter range, more feasible approach.

Functional assignments by level of government should be completed by July 15th. From July 15 to September 15, the committees will develop recommendations for the governmental structure needed to perform the functional assignments.

In suggesting Phase II committee assignments, the Executive Committee attempted to maintain a core from each original committee and yet achieve some cross-over from the other committees in an effort to balance the interests represented on the Commission.

The new committees and chairpersons are:

Human Services - - Roger Yost, Chairperson; Mary Rieke, Vice  
Chairperson

Public Works and Transportation - - Bob Simpson, Chairperson;  
Ilo Bonyhadi, Vice Chairperson

Land Use, Recreational and Cultural Activities - - Dean Gisvold,  
Chairperson; Steve Herrell, Vice Chairperson

Public Safety - - Elsa Coleman, Chairperson; Lloyd Hammel,  
Vice Chairperson

Finance, Taxation and Administrative Services - - Steve Telfer,  
Chairperson; Marlene Stahl, Vice Chairperson

QUARTERLY  
FINANCIAL STATUS REPORT

| <u>BUDGET ITEMS</u>  | <u>ADOPTED<br/>BUDGET</u> | <u>EXPENSES<br/>TO DATE</u> | <u>EST.<br/>TO GO</u> | <u>OVER/UNDER<br/>BUDGET</u> |
|----------------------|---------------------------|-----------------------------|-----------------------|------------------------------|
| PERSONAL SERVICES    | \$100,368                 | \$18,064                    | \$82,304              | Under                        |
| TRAVEL & SUBSISTENCE | 5,000                     | 219                         | 2,781                 | \$2,000 under                |
| CONFERENCE COSTS     | 2,000                     | 3,023 Incl.<br>Otter Crest  | 977                   | \$2,000 over                 |
| COMMUNICATIONS       | 4,000                     | 106                         | 3,894                 | Under                        |
| DUPLICATING          | 6,000                     | 29                          | 5,971                 | Under                        |
| SUPPLIES (Misc.)     | 2,500                     | 609                         | 1,891                 | Under                        |
| OFFICE & EQUIP. RENT | 9,000                     | 000                         | 9,000                 | Under                        |
| CONSULTANTS          | <u>21,132</u>             | <u>3,578</u>                | <u>17,554</u>         | Under                        |
|                      | \$150,000                 | \$25,628                    | \$124,372             |                              |

*Company newsletters*

TRI-COUNTY LOCAL GOVERNMENT COMMISSION

Budget December 1975 to May 1977

PERSONAL SERVICES

|                     |               |
|---------------------|---------------|
| Full Time           | \$ 78,500     |
| Part Time           | 6,000         |
| Payroll Costs @ 18% | <u>14,130</u> |
| Sub-Total           | \$ 98,630     |

MATERIALS AND SERVICES

|                         |              |
|-------------------------|--------------|
| Consultants             | \$ 22,870    |
| Office Rent & Equipment | 9,000        |
| Duplicating/printing    | 6,000        |
| Communications          | 4,000        |
| Travel/subsistence      | 5,000        |
| Conference costs        | 2,000        |
| Supplies                | <u>2,500</u> |
| Sub-Total               | \$ 51,370    |

|              |           |
|--------------|-----------|
| TOTAL BUDGET | \$150,000 |
|--------------|-----------|

REVENUE SOURCES

|                     |                |
|---------------------|----------------|
| Local contributions | \$ 50,000      |
| NAPA Grant          | <u>100,000</u> |
|                     | \$150,000      |

PERSONAL SERVICES DETAIL

|                          |               |
|--------------------------|---------------|
| Staff Director           | \$ 37,500     |
| Research Associate       | 27,000        |
| Administrative Secretary | 14,000        |
| Part-time                | 6,000         |
| Payroll Costs            | <u>14,130</u> |
|                          | \$ 98,630     |

TRI-COUNTY LOCAL GOVERNMENT COMMISSION

Budget December 1975 to May 1977

PERSONAL SERVICES

|                     |               |
|---------------------|---------------|
| Full Time           | \$ 88,042     |
| Payroll Costs @ 14% | <u>12,326</u> |
| Sub-Total           | \$100,368     |

MATERIALS AND SERVICES

|                         |              |
|-------------------------|--------------|
| Consultants             | \$ 21,132    |
| Office Rent & Equipment | 9,000        |
| Duplicating/printing    | 6,000        |
| Communications          | 4,000        |
| Travel/subsistence      | 5,000        |
| Conference costs        | 2,000        |
| Supplies                | <u>2,500</u> |
| Sub-Total               | \$ 49,632    |

|              |           |
|--------------|-----------|
| TOTAL BUDGET | \$150,000 |
|--------------|-----------|

REVENUE SOURCES

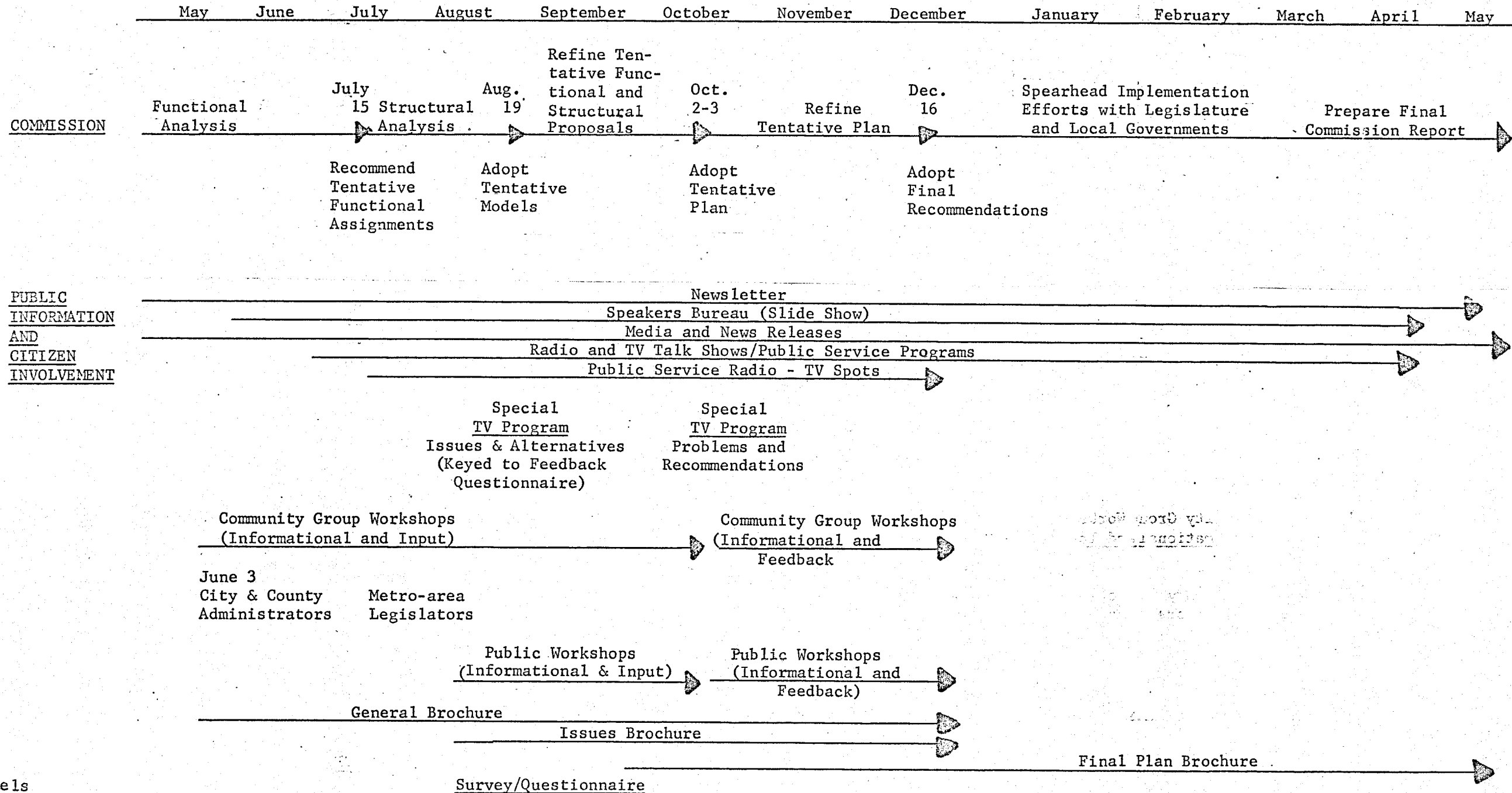
|                     |                |
|---------------------|----------------|
| Local contributions | \$ 50,000      |
| NAPA Grant          | <u>100,000</u> |
|                     | \$150,000      |

PERSONAL SERVICES DETAIL

|                                 |               |
|---------------------------------|---------------|
| Staff Director (18 months)      | \$ 37,500     |
| Research Associate (12 months)  | 16,000        |
| Public Information Officer (17) | 20,542        |
| Administrative Secretary (18)   | 14,000        |
| Payroll Costs                   | <u>12,326</u> |
| Total                           | \$100,368     |

TRI-COUNTY LOCAL GOVERNMENT COMMISSION

TIME LINE



TRI-COUNTY LOCAL GOVERNMENT COMMISSION

WORK PROGRAM

PHASE ONE: Organization, Orientation and Problem Identification  
(December 1975 - April 11, 1976)

A. Organization

Objective: To organize Commission, employ staff,  
procure space and equipment

Work Activities:

1. Selection of Executive Committee
2. Adoption of budget
3. Adoption of rules
4. Adoption of general work program
5. Adoption of Statement of Purpose
6. Designation of standing Committees and officers:
  - a) Finance and Taxation
  - b) State-Local Relations
  - c) Regional Governments and Agencies
  - d) Local Government and Intergovernmental Relations
  - e) Neighborhood Organizations & Citizen Involvement
7. Public Information Program
  - a) Press coverage/features on Commission members and meetings
  - b) Two newsletters - one for internal purposes, another for public distribution
  - c) Public service spots
  - d) Design public information television show
  - e) Establish speakers bureau
  - f) Monitor press coverage
8. Raising balance of local match
9. Staffing: Staff Director  
Research Associate  
Public Information Officer  
Administrative Secretary  
Research and clerical assistance through part-time employment, including work/study
10. Securing space and equipment: Space will be obtained at Portland State University, and the State of Oregon will provide major items of furniture.

Phase One - continued

B. Orientation and Problem Identification

Objective: To develop a common awareness on the part of the Commission of the existing system of governance within the Tri-County area, including its structure, functions and financing. This process should identify the issues and problems of the existing system.

Work Activities:

1. Finance and Taxation Committee - Through weekly meetings the Committee will consult with resource persons knowledgeable in local public finance. Staff will conduct research, and a team of PSU Urban Study Students will collect and analyze data on revenue sources and expenditure patterns.

Resource people will include the executive officer for the Multnomah County Tax Supervision and Conservation Commission; senior administrative officers for each county and a number of cities including Portland. Administrators from special districts will also be invited.

2. State-Local Relations Committee - This Committee will survey the activities of major state agencies as they relate to the Tri-County area. Staff from the Health Division, The Land Conservation and Development Commission, Department of Transportation, Boundary Commission, Oregon Law Enforcement Council, Housing Division, Children Services Division, Department of Environmental Quality, and the Inter-Governmental Relations Division will appear to discuss their areas of concern. These activities will be augmented by staff research and research by a PSU Urban Studies Team which will explore overlapping between State and local levels of government and how relationships between these units can be improved to minimize conflict, maximize efficiency and enhance the role of citizens.
3. Regional Governments and Agencies Committee - This Committee will examine the authority, structure financing and activities of each of the regional entities now operating in the area. The Committee will meet with administrative officers from each agency involved and will be assisted by staff research. A PSU Urban Studies team will develop a report on how these agencies view their role, how they inter-relate amongst themselves and with local governments and the impact of this regional trend on state and federal activities in the metropolitan area.



B. continued

4. Local Government and Intergovernmental Relations Committee - This Committee will examine functions and services of cities, counties and special districts. Beginning with public safety, the Committee will meet with functional practitioners in the field and make use of research materials from staff.

A PSU Urban Studies team will focus on the development of counties and how urbanization has altered their role visa-vis cities and special districts. Another student team will develop an inventory of local units of government and services currently provided and prepare a report on the advantages or disadvantages if some services were to be consolidated.

5. Neighborhood Organizations and Citizen Involvement Committee - This Committee will meet with liaison officials between neighborhood groups and each county and the City of Portland. Leaders of representative neighborhood groups from the region will be invited to meet with the Committee. A PSU Urban Studies team will compile an inventory of existing neighborhood organizations and will then describe them by mode of operation, areas of interest and policy impact.

Staff research will assist the Committee to delineate major issues and problems relative to neighborhoods and the decision-making process.

6. Public Information Program

Product

- a) Committee reports to be completed by April 2
- b) Commission report for Phase I integrating issues and problems which will become focus for remainder of project.

PHASE TWO: Analysis of Problem Areas, Including Functional Assignment and Development of Alternate Solutions -  
April - September, 1976

A. Objectives:

Development and analysis of alternate solutions to problems identified during Phase I, the advantages and disadvantages of each, and adoption of recommendations.

Phase II - continued

Work Activities:

1. Organize committees to review functional problems selected and assign functions or aspects of functions to appropriate jurisdiction(s).
  - a) Public Safety - Fire, Police, Ambulance, Courts, Correction
  - b) Administration, Finance, Taxation and Personnel
  - c) Public Transportation, Highways, Roads, Bridges
  - d) Public Works & Utilities (including water, waste water, solid waste)
  - e) Leisure Time Activities (including libraries, zoos, parks, auditoriums, stadiums, and other public cultural/recreational and educational services)
  - f) Human Services (including health, public assistance, housing, manpower - aging, youth, etc)
  - g) Land Use (including planning, zoning, sub-divisions building permits urban growth, community development)
2. Review problems relative to structure(s) of government and recommend improvements.

Product:

Adoption of report and recommendations

PHASE III: Implementation of Recommendations

Objective:

To establish an action plan with public information component alongside of political efforts to promote acceptance and enactment of Commission recommendations.

Work Activities:

1. Present necessary legislative proposals to Oregon Legislative Assembly
  - a) Structure
  - b) Functions
  - c) Financing
2. Present proposals appropriate to local units of government
  - a) Structure
  - b) Functions
  - c) Financing

3. Proposals to be placed before voters

- a) Structure
- b) Functions
- c) Financing

4. Public Information Program

5. Prepare Final Commission Report