

June 19, 1986

Ray Barker, Council Assistant
Metropolitan Service District
2000 S.W. First Avenue
Portland, Oregon 97201

Dear Mr. Barker,

Enclosed please find my application for appointment to the District 9 vacancy created by Hardy Myers' resignation.

I have been a resident of District 9 virtually all of my life. In particular, I have lived at 8637 S.E. Morrison, Portland, Oregon, since 1977. I am not currently an elected official.

In addition to my application for appointment, I have enclosed my resume and some (as time allowed) supplemental answers to the questions you will ask during the interview. Since only 10 minutes is allowed, I will try to be succinct with my verbal comments. If you would like more information please call me at work or at home.

Barring unforeseen circumstances, I intend to run for the position if I am appointed. I am prepared to gather the necessary signatures on a nominating petition and campaign for the position.

I apologize for my unavailability to interview until after 4 p.m. on June 26th. If this is inconvenient, please contact me and I will rearrange my work schedule.

Thank you for the opportunity to gather, and focus, my thoughts on Metro. It is something every Metro voter should do --but doesn't, unless provoked. I look forward to our interview.

Sincerely,



Tanya Collier

Enclosures
TC/ct

METROPOLITAN SERVICE DISTRICT
2000 S.W. 1st Avenue, Portland, Oregon 97201 (503) 221-1646

APPLICATION FOR APPOINTMENT
TO VACANT METRO ELECTIVE OFFICE

DISTRICT 9

This application must be completed in full and returned to Metro at the above address not later than 5:00 p.m. June 23, 1986.

NAME: TANYA COLLIER DATE: June, 19, 1985

ADDRESS: 8637 S.E. Morrison Portland Oregon 97216
Street City State Zip

TELEPHONE: (Day) 293-0011 (Evening) 256-3699

LIST EXPERIENCE, SKILLS OR QUALIFICATIONS WHICH YOU FEEL WOULD QUALIFY YOU FOR THE POSITION: I have over ten (10) years experience in public policy development. Personal skills specific to this position include: group facilitation experience, public speaking experience, citizen involvement skills, personal knowledge of District #9 and political experience. PLEASE REFER TO ATTACHED RESUME for details.

IN THE SPACE PROVIDED STATE YOUR REASONS AND PURPOSES FOR APPLYING FOR THE POSITION:

PLEASE REFER TO ATTACHED

HIGH SCHOOL ATTENDED: John Marshall High School, Portland, Or
COLLEGE: Name Portland State Univ. Major B.S. Political Science (1974)
Name Portland State Univ. Major Master's in Public Admin. (1979)
VOCATIONAL TRAINING: Name Leadership Skills Institute Course Group facilitation
Name _____ Course _____
OTHER FORMAL EDUCATION: _____

EMPLOYMENT HISTORY:

Present or Last Employer Oregon Nurses Association
Address 9700 S.W. Capitol Highway Suite 200 Portland, Or 97219
Position or Title Labor Representative Phone 293-0011
Duties Collective Bargaining, Grievance handling, Training, Organizing,
Project development, Arbitration, Unfair Labor Practices, Advocacy
Dates of Employment March, 1985 - Present

CERTIFICATE

I hereby certify that I am an elector and resident of subdistrict No. 9 of the Metropolitan Service District, as reapportioned in 1981; that I will have been a resident of subdistrict No. 9 for a continuous period of at least one year as of July 10, 1985; and that I am not an elected official of any other public body or, if an elected official, I will resign such office prior to appointment.

DATED June 19, 1986


Applicant's Signature

AJ/srs
6770A/94
01/17/86

REASONS AND PURPOSES FOR APPLYING FOR THIS POSITION

I believe in the concept of Regional Government. I also believe that the creation of Metro was the implementation of sound public policy. In order to succeed, however, Metro really needs some positive, visible--and successful projects.

I am submitting my name for this appointment, not only because I believe in Regional Government, but because I have some skills and talents to help it reach full potential.

I have been an active citizen and have a variety of public relations skills. Additionally, I have extensive knowledge of government at all levels. Specifically, my knowledge and experience include: the public decision making process, budget, personnel, planning, evaluation and organizing public interest campaigns.

Tanya Collier
8637 S.E. Morrison
Portland, Oregon 97216
(503) 256-3699

Resume

TANYA COLLIER

SUMMARY DESCRIPTION

Professional manager with strong, successful background in public administration. Experience includes high-level management responsibility for planning, budgeting, operational control, and evaluation. Especially adept at team building and special project troubleshooting. Have solid background helping organizations develop policy positions, representing those positions in a variety of public forums. Have well developed skills in group negotiation and public speaking. Active in civic affairs at both the state and local level.

CAREER OBJECTIVE

Upper-level management position which is a challenge and takes advantage of my professional growth in public administration.

EDUCATION

Master's Degree, Public Administration, Portland State University, 1979. Recipient of National Public Service Fellowship. Study emphasis on personnel administration and collective bargaining.

B.S., Political Science, magna cum laude, Portland State University, 1975. Named University Outstanding Scholar for 1975.

A.A., Political Science, with highest honors, Clackamas Community College, 1973.

Certification, six-month course at the Leadership Skills Institute, Goldbar, Washington, 1976.

EMPLOYMENT

General Manager
Portland Energy Conservation, Inc. (PECI)
Portland, Oregon
October 1983 to Present

PECI is a private, non profit corporation charged with implementing the private sector goals of the City of Portland's Energy Policy.

Through \$3.5 million in contracts with private corporations and local, state and federal agencies, Peci administers

5 programs including: low interest residential weatherization loans, weatherization cash rebates; marketing that promotes a variety of weatherization opportunities available to the public as well as energy conservation in general; a Commercial/Industrial energy audit program; and, a Commercial/Industrial evaluation program.

Primary management responsibilities: personnel, planning, budgeting, program supervision, evaluation, securing and administering energy conservation contracts and reporting to a 7 member Board of Directors appointed by City Council. PECI has 12 employees and a monthly operating budget of \$30,000.

Director

Department of Intergovernmental Relations and Community Affairs

Multnomah County

January 1981 -- January 1983

This was one of six major department directorates in Multnomah County government. Was responsible for overseeing eight program activities, including legislative policy development, lobbying, public information, intergovernmental affairs, citizen involvement, ombud assistance, and cable television franchising and regulation. Major achievements in the position included:

- Upon assuming a relatively new department, stabilized it and established operating procedures, including an approach to legislative policy development that has become a model for other jurisdictions around the country.
- By the account of many state legislators, established the most effective lobbying program the County ever had at the state capitol.
- Established a tradition of negotiation with other jurisdictions. Organized and chaired intergovernmental negotiations on a number of important issues: cooperative purchasing among 9 jurisdictions, division of law enforcement coverage between the Multnomah County Sheriff's Office and the Portland Police Bureau, proposed merger of the human resource departments of Multnomah County and the City of Portland.

The voters made several Charter changes in 1983; one of which abolished the Department of Intergovernmental Relations and Community Affairs.

Assistant Director

Department of Intergovernmental Relations and Community
Affairs

Multnomah County

August 1980 -- January 1981

General responsibilities included assisting the department director in the activities mentioned above. Special responsibilities included supervising all community affairs programs and developing a public information program. Promoted to director of the department.

Special Project Manager

Bureau of Budget and Management

City of Portland

January -- June 1980

Temporary assignment. Was responsible for coordinating the City budgeting process. This entailed the review of all bureau budgets and the production of the City's budget document for submission to the City Council.

Staff Assistant

Multnomah County Commissioner Barbara Roberts

June -- December 1978

Responsible for analysis of Commission agenda items, liaison to the Department of Human Services, constituent relations, development of public forums on policy issues. Was given special responsibility for revising and implementing the County's Affirmative Action plan, an effort that kept the County from losing \$10 million in federal funding.

Commissioner Roberts was fulfilling an unexpired term. When her term expired I accepted a public service fellowship in Portland State's MPA program.

Executive Director

Multnomah County Children's Commission

September 1976 -- May 1978

Responsible for general administration of the agency, development of legislative proposals, and lobbying for child welfare legislation. Coordinated citizens, business, and labor involvement in day care programs. Encouraged and helped several businesses and public bodies to establish employee-sponsored day care programs.

CIVIC AND PROFESSIONAL ACTIVITIES .

- 1985-86 Co-Chair, Portland State University, Public Administration 10th Anniversary celebration.
- 1982-84 Adjunct Professor, Master's in Public Administration Program, Portland State University. Taught courses in Intergovernmental Relations and Public Management.
- 1984-85 Portland State University Foundation.
- 1984-85 Columbia Willamette Futures Forum (CWFF), Critical Choices '84 (Parks, Libraries, Transportation) Conference Steering committee.
- 1983-84 Board member, Metropolitan Citizens League.
- 1983-84 Member, Multnomah County Charter Review Commission.
- 1983-86 Member, City Auditor's Citizen Advisory Committee, City of Portland.
- 1983-86 County Auditor's Citizen Advisory Committee and personnel selection committee.
- 1981-83 Member, Council of Intergovernmental Coordinators, National Association of Counties (NACO).
- 1980-81 Member, School Closure Committee, Portland School District 1.
- 1977-80 Multnomah County Community Action Agency (MCCAA), member and Board Chair, 1979.
- 1979-80 Member, Joint City-County 911 Emergency Service Task Force; responsible for establishing a 911 emergency telephone system in the Portland Metropolitan area.
- 1979 Member, District Attorney's Task Force on Domestic Violence.
- 1979 Member, Office of Management and Budget Advisory Committee, Multnomah County.
- 1978 Chair, State of Oregon Child Care Eligibility Task Force.
- 1976-87 Oregon Women's Political Caucus. State Vice President, 1983-84; Portland metropolitan Vice President, 1985-86; National Representative, 1986-87.

QUESTIONS FOR CANDIDATES

Why would you like to be a Metro Councilor?

I believe in the concept of Regional Government. The creation of Metro fulfilled that concept. I would like to see Metro succeed: not be changed to a "Super County", not have to be supported by tax dollars without visible delivery of service, and certainly, not to be abolished. I have a vision of Metro reaching full potential --conceptually and statutorily.

I am submitting my name for this appointment, and if appointed will probably run for a full term, because I believe in Metro and have some ideas and skills to help it succeed.

I have been seriously involved in my community for over ten (10) years. Citizen involvement is tough. My extensive experience has enlightened my views. Experience has also honed my skills and increased my respect for citizen participation.

Additionally, I have been educated and have experience at all levels and facets of government. Besides my Master's Degree in Public Administration, I have been employed by, or a citizen activist, at the local, state and national level of government. Specifically my education and experience includes: the public decision making process, citizen involvement, budget (revenue and expenditures), personnel, planning, evaluation, program development and implementation, and re-evaluation.

I have been seriously active in my District and our community. Submitting this application is merely an extension of my personal ideals and growth. This position will give me the opportunity to be a participant in setting and implementing public policy rather than just reacting to it.

Metro needs good policy makers with administrative experience and knowledge of the public decision making process. It is important to represent a District with a view towards the whole region.

What services do you think Metro should provide?

For the time being, Metro should work on the projects it has already undertaken. New projects should be considered with an eye towards potential for success and positive visibility. As Metro's public image improves it should begin slowly, competently, fulfilling its statutory authority.

Eventually, Metro should be responsible for any service that would be better provided on a regional basis. Some of those services include:

1. Transportation
2. A regional library system
3. A regional justice/jail system
4. Coordinated regional health care
5. Roads
6. A regional park system
7. Regional economic development

How should Metro relate with other governments in the region?

1. Keep current on all local government agendas in the Metropolitan area.
2. Establish working relationships with all Metropolitan elected officials.
3. Routinely make presentations to public bodies. Regular reports on per capita governmental contributions should be made as well as current and future project coordination efforts.
4. Participate in established citizen committees pertaining to current and potential Metro issues.
5. Coordinate with local governments for legislative action and impacting state administrative agencies.
6. Routinely update metropolitan legislators on goals, objectives and plans.
7. Create a public relations plan that is not only directed at the public but metropolitan governments as well.

Metro councilors are responsible for setting regional policy and, for fiscal oversight of the Metropolitan Service District.

Explain how your background would enhance the Council's ability to perform these tasks.

Setting regional policy:

My experience with government and my community has given me a well developed sense of the fine lines between representing a

specific group, and vision, and leadership. I work well with citizens and routinely include their opinions and participation in my personal decision making process. Negotiation and compromise is compatible with my personal style. When I am wrong or misdirected I back off, reassess, and try either something new or a different approach.

Fiscal oversight:

I was the General Manager of a \$4 million private non-profit corporation with 12 employees for two years. My responsibilities included budget, personnel, planning, evaluation and project management. Specifically, I was responsible for meeting a bi-weekly payroll. Our sources of income ranged from public contracts, foundations to creative programs designed for "profit". I balanced future planning with current programs to enable the work and production flow and timing of incoming contracts to sustain the corporation on an even keel.

Additionally, I worked in the City of Portland Budget Office, served as a citizen on the Multnomah County Budget Advisory Committee and was responsible for creating and overseeing my own Departmental budget as Director of Intergovernmental Relations and Community Affairs for Multnomah County.

By assuming this position, you will be appointed to represent a District of approximately 78,000 people -

What experience do you have in working with community organizations, as well as individuals in your district?

Knowledge of the District:

I have lived in the District all of my life. My son and I both graduated from John Marshall High School and my daughter currently is attending Marshall. I was an unsuccessful candidate for the state legislature in 1978 and 1980. I personally knocked on the doors of 10,000 households in 2 successive primary elections. That legislative district comprised a great deal of Metro's District 9. The boundaries were: N-Banfield; E-approximately 122nd; W-82nd; and, S-Clackamas County.

Generally speaking of the above area:

1. lower middle class economically
2. conservative
3. want better for their children
4. High percentage of "starter" homes and senior citizens
5. low voter registration and turn out
6. Protestant, conservative religious orientation
7. low activity in neighborhood associations

8. inconsistant community activity
9. anti: sewers, Metro, Tri-Met
10. mistrustful of government in general

General knowledge of District west of 82nd:

1. economically middle and upper-middle class
2. public opinion makers
3. civically active
4. high Catholic population
5. high registration and voter turnout
6. more active neighborhood associations
7. less turnover in neighborhoods
8. moderate to liberal politically.

Concerns of citizens in District 9:

1. How their tax dollars are raised and spent
2. Those who want to be included should be; those who want to vent should have a forum
3. Service and service delivery
4. Property tax relief
5. jobs/economic development
6. conditions of the streets west of 82nd
7. Cost and timing of the sewer projects
8. Crime.

What experience do you have in working with community organizations, as well as individuals in your District?

PLEASE REFER TO THE CIVIC AND PROFESSIONAL
ACTIVITIES SUPPLEMENT TO MY RESUME.

Individuals:

I maintain a network of individuals that I know have a concern about specific issues. I also keep a card file and assist citizens with Board and Commission appointment and activites that would be of interest. I recruit individuals in the District to work on issues I am involved in.

How would you balance the needs of your District with the needs of the region?

I am aware of the conflicting views on the principle of representative government vis a vis one's duties and obligations in providing that representation. My view is that one is elected to make decisions. Information gathering from constituents is part of the decision making process. Ultimately, the elected representative must balance all information, including looking at what other Districts have to say, and make the policy decision.

My personal decision making style is:

1. To be personally at ease with my views on representation and my decision making process.
2. To actively include interested citizens in my decision making process.
3. To educate myself on all sides of an issue.
4. To base my final position on all the facts at hand.
5. To present my decision, and the reasons for it, to the full decision making body.
6. To educate/inform my constituency.
7. To make positive use of both my allies and opposition for future position development and issues.



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

Memorandum

Date: June 27, 1986
To: Metro Council
From: Ray Barker, Council Assistant

Regarding: Evaluation of District 9 Candidates

The following candidate scores and rankings were taken from the evaluation forms completed by the three-member Citizen Committee on June 26, 1986:

	<u>Ranking of Candidates</u>	<u>Committee Members'</u> <u>Scores*</u>			<u>Average Score</u>
		<u>A</u>	<u>B</u>	<u>C</u>	
1st	Tanya Collier	25	28	28	27.0
2nd	Bob Palmer	24	18	21	21.0
3rd	Edward Meese	14	16	11	13.7
3rd	Ben Butzien	8	16	17	13.7

*with the evaluation form used, the highest score possible is 30.

Attached are written comments made by members of the Citizen Committee regarding the strengths and weaknesses of the candidates.

Written Comments Made by Citizens Committee

TANYA COLLIER

1. Understands need to secure support
2. Like her varied background
3. Provide good sound judgment on regional level
4. Would make a strong candidate for election as she is well known.

BOB PALMER

1. Has not lived here very long - not familiar with district
2. Strong in public duties but weak in knowledge of district
3. Lack of knowledge of the district
4. Has no Portland experience at the local level.
5. Would have a hard time being a successful candidate for election.

EDWARD MEECE

1. Interested in urban growth - key component of Metro
2. Interested in wider view of Metro
3. Articulate - has broad sense of duties
4. Has shown no interest in local government to date, no activity at the local level, would be a weak candidate for election.

BEN BUTZIEN

1. Too concerned with grassroots, doesn't see the overview/regional
2. Doesn't correlate regional duties versus city, or understand the broader sense or view.
3. Lack of understanding of overall responsibilities of Metro
4. Has a strong involvement in the community
5. Would be a good candidate

RB:tj



METRO

2000 S.W. First Avenue
Portland, OR 97201-5398
503/221-1646

METRO COUNCIL DISTRICT 9 POSITION

Questions for Candidates:

1. Why would you like to be a Metro Councilor?

2. What services do you think Metro should provide?

3. How should Metro relate with other governments in the region?

4. Metro Councilors are responsible for setting regional policy and, for fiscal oversight of the Metropolitan Service District.

Explain how your background would enhance the Council's ability to perform these tasks.

5. By assuming this position, you will be appointed to represent a district of approximately 78,000 people -

Please share with us your knowledge of the needs and concerns of your district.

What experience do you have in working with community organizations, as well as individuals in your district?

How would you balance the needs of your district with the needs of the region?

June
1986

METRO COUNCIL DISTRICT 9 POSITION

Evaluation Form

1. Knowledge of Metropolitan Issues

A. Metro: Understands the major programs and responsibilities of Metro and upcoming issues.

1) very weak 2) somewhat weak 3) average 4) somewhat strong 5) very strong

Comments:

B. Regional Intergovernmental Relations Understands relationships with other governments in region.

1) very weak 2) somewhat weak 3) average 4) somewhat strong 5) very strong

Comments:

2. Duties of Metro Councilor Understands/has experience in policy setting and budget process.

A. Public Policy Skills: Background and experience in public policy setting.

1) very weak 2) somewhat weak 3) average 4) somewhat strong 5) very strong

Comments:

B. Budget Skills: Background and experience in using budget as policy setting tool.

1) very weak 2) somewhat weak 3) average 4) somewhat strong 5) very strong

Comments:

3. Constituent Relations Experience in working with broad based community concerns: particularly within Metro Council District 9.

1) very weak 2) somewhat weak 3) average 4) somewhat strong 5) very strong

Comments:

4. Personal Goals Why does this candidate wish to be a Metro Councilor?

5. Observations

A. Communication Skills: Ability to clearly share thoughts with constituents and fellow Councilors; ability to listen and understand other people's opinions.

1) very weak 2) somewhat weak 3) average 4) somewhat strong 5) very strong

Comments:

B. Strengths/Weaknesses of candidate (based on application and any additional information provided):

C. General Comments:

ENDORSEMENTS

ELECTION

'88

Continued from 16



EDMUND KEENE

Tanya Collier

Metro, District 9 Tanya Collier

If we only compared résumés, this might be a tougher decision. On paper, Bob Palmer has all the right credentials to serve the residents of this southeast-Portland Metro district. A former teacher, Palmer has plenty of legislative experience, having served two terms in the Montana House of Representatives and one term in that state's Senate. But résumés don't tell the entire story. Palmer, who has rather wishy-washy ideas about developing rapport with his constituents, can't hold the proverbial candle to Tanya Collier, the incumbent councilor. A representative for the Oregon Nurses Association, Collier wants to initiate performance audits at Metro, a goal we applaud. She deserves re-election.

Metro, District 10 Larry Cooper

A successful businessman, incumbent Larry Cooper says he is running because he wants to return something to the community. This is a standard cliché, but in Cooper's case we believe him. One of the most effective members of the council, Cooper has chaired the subcommittee on the convention center and has worked to keep that project on schedule. He has two opponents in the race, Roger Buchanan and David Little. Buchanan is a labor arbitrator who has also worked as a labor-relations officer for the Pentagon. David Little works for the state Employment Division. Neither of these candidates is unqualified for the position, although their knowledge about the issues facing Metro is a little weak in spots. Voters in the neighborhoods around Madison and David Douglas would do well to return Cooper for another term.

CITY OF PORTLAND

City Council, Position 4 Harvey Lockett

Continued from 1

mark for the former Portland police officer and newscaster. From then on, Bogle has been marking time.

Unlike City Commissioner Bob Koch, Bogle is not a disruptive presence on the council. And he has a number of accomplishments to his credit, including the compromise he forged on siting the new downtown heliport. But we do not believe he has made many significant contributions to the city in the last two years. Worse, Bogle failed to act on a number of major issues in a timely manner, including recycling and the residency requirement for city employees (which the council has now referred to the primary-election ballot).

In addition, during the council's recent deliberations about the Central City Plan,

Bogle voted on a number of port the wishes of develop ests of the citizens who put For example, he and K cessfully to delete the requ ing be part of new develop adam Avenue and Unio Perhaps it's only a coincide borrowed \$6,000 for his ca Janik, a local lawyer who s senting developers in land ters.

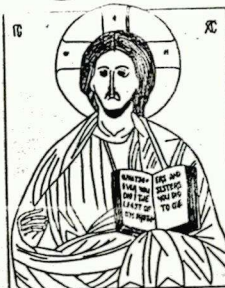
All of which combines fully conclude that we car for re-election. Regretfully inely like Bogle and believ the best of his abilities. B impressed with challenger former assistant to Bogle Lockett is a dynamic in prompt the council to reth usual" approach to city g

Lockett has a number suggestions for the proble cil, beginning with Portlar Virtually everyone from schmidt to Mayor Bud Cla nal-justice system has-br of the lack of jail space. I situation and correctly co tle sense for the city to h officers to arrest more pe has recently voted to do. I step further and propos consider giving the mon for the new officers to the space.

Such a proposal may r on a city council trying to crime during an election general consensus on the a logical one that should wise, Lockett's thoughts of abandoned houses throughout Portland, r been allowed to deterior they are not economical Many, if not most, of the in north and northeast reduce the value of the while serving as a refuge runaways. Some of th should be restored. Bu written off and torn do

Not Just News, Knowledge

POWELL'S BOOKS



(Harper and Row \$16.95)

Jesus A New Vision

*Spirit, Culture, and The Life of
Discipleship*

MARCUS J. BORG

Powell's Books, in conjunction with the First Congregational Church of Portland, presents Dr. Marcus Borg in a lecture entitled JESUS: A NEW VISION.

Portland's Bridges Are A Unique Treasure

by Commissioner Tanya Collier



Abundant rainfalls, towering Douglas Firs, deep gray rivers, and roses in every color all symbolize the City of Portland. Overlooked in that imagery are massive treasures we seldom notice, yet use every day of our lives—Portland's bridges. Ask any local historian and you will find that this city's history is inextricably tied to the river that runs through it. There are twenty highway and railroad river bridges around the city, traveled by an estimated half-million trucks, trains, and cars daily.

Portland's bridges are some of the oldest, longest, and most uncommon movable bridges anywhere in the world. The variety in age and types sets us apart from most bridge cities. The Broadway, Steel, Burnside, Hawthorne, Ross Island, Oregon City, St. Johns, and Interstate bridges are either eligible for, or listed in, the National Register of Historic Places. Seven Portland Bridges are listed in the 1995 *World Almanac & Book of Facts* for their uniqueness. The Steel bridge is the *only* double-deck vertical lift bridge of its kind in the world. It is unique because the bottom deck can be lifted without lifting the top deck.

Portland developed for 40 years before a bridge was built over the Willamette. Used for both industrial and recreational purposes, the Willamette is an integral part of the city. The river front is dotted with industrial sites, hotels, restaurants, condominiums, and marinas. OMSI and Waterfront Park

are two favorite play destinations for residents and tourists alike. More development is planned for the banks edging the Willamette in the future.

The Willamette Light Brigade was formed in 1987 with the sole purpose of enhancing the beauty of the river and its amenities. Their mission is to find the resources to design, install, power, and maintain lighting for nine Willamette River Bridges. The group gets credit for orchestrating the 1987 lighting of the Montson Bridge by soliciting \$78,000 in donations of labor and money, primarily from the International Brotherhood of Electrical Workers and the National Electrical Contractors Association. Thirty-eight 1,000 watt light fixtures were installed on the bridge. The design of the lighting can be changed by illuminating different portions of the bridge and adding color gels to the bulbs. In 1990 the Light Brigade recruited Portland General Electric to finance the lighting of the Hawthorne Bridge. The project design is based on 1912 photographs of a lighted Hawthorne Bridge. Sadly, the fixtures have fallen into disrepair and the lights have been turned off until some kind of long-term financing strategy can be worked out.

The Willamette Light Brigade originally planned to light a bridge a year. While the group has not met that ambitious goal, they are still hopeful. Many of the original members of the Light Brigade continue on the committee and

are at work planning future projects. The Burnside, Steel and Broadway Bridges are all being considered. Plans for the Broadway bridge include a 40 foot light sculpture of a fiber optic salmon swimming upstream. The Burnside bridge plan includes lights with computerized sound forming images of rain or waterfalls. Each bridge design is created with the bridges' history and architecture in mind.

Lighting the bridges adds an additional dimension to an already flourishing and beautiful waterfront. Reclaiming the banks of the Willamette—including the removal of four lanes of Harbor Drive traffic on the west side—has been critical to the revitalization and humanization of our downtown. Lighted bridges will no doubt help attract future development and provide one more draw for those planning to visit the City of Portland.

The Willamette Light Brigade suggests there is another vital reason for lighting the bridges. Accenting the link between the east and west banks with lights illuminates not only the character of the bridges, but the interdependence that exists between the east and west sides of town.

If you would like to get involved, or are interested in knowing more about the Willamette Light Brigade, call Multnomah County Commissioner Tanya Collier at 248-5217.

TANYA COLLIER

In nearly twelve years as a County Commissioner and Metro Councilor, I have successfully worked to make our neighborhoods safer, healthier and more prosperous. Obviously, I have not accomplished these items single-handedly, the best results always come from teamwork. However, I have provided the leadership, momentum and perseverance necessary to achieve results.

Multnomah County 1993–1997

Libraries

- Renovated the Central Library and built the Midland Library in mid-Multnomah County.
- Saved at least \$5 million and two years by relocating Central library during renovation.
- Created a five-year library plan emphasizing better coordination of county and school library services.

Safe Neighborhoods

- Ended the policy that permitted the early release of criminals from County jails.
- Doubled the number of detention beds for juvenile offenders and provided better prevention services.
- Chaired the jail renewal levy and bond measure campaigns in 1993 and 1996.
- Saved the Brentwood–Darlington neighborhood's community policing office.

Good Government

- Ended the duplication of patrol services between the County sheriff and the City of Portland police.

Metro Council 1986–1992

- Presiding Officer 1990 and 1991.
- Began the transfer of Multnomah County parks to Metro to create the cornerstone of Metro's Regional Parks and Greenspaces program.
- Instituted the regional Curbside Recycling Program in partnership with local governments.
- Worked on the preparation and adoption of the Regional Growth Management Goals and Objectives (RUGGO's) which are the foundation of Metro's Regional Framework Plan.
- Built the Convention Center on time and on budget.
- Established a policy to restore Smith and Bybee Lakes.
- Closed the 50 year old St. Johns Landfill and established a neighborhood mitigation program.
- Sited a new regional landfill.
- Developed the Council's legislative program for the 1987 and 1989 Legislative Sessions.
- Prevented an unnecessary transfer station from being built in Washington County.
- Implemented the Household Hazardous Waste program and sited a permanent facility.
- Established the Metropolitan Exposition Recreation Commission to manage the convention, performing arts and civic stadium facilities.
- Developed and implemented the Council's Performance Audit Program.

- Merged County parks with Metro's Regional Parks & Greenspaces Program.
- Saved consumers \$170 per ambulance ride, totaling \$3.7 million per year.
- Streamlined the property-tax appeal process to make it easier for citizens.
- Merged Multnomah County and the Cities of Portland and Gresham's disaster preparedness programs for better coordination in emergencies.
- County liaison on School Funding Now! statewide grass-roots legislative effort to secure state funding.
- Restored the Good Faith clause in minority and women owned business contracts.

Housing

- Rewrote the ordinance to streamline the distribution of tax-foreclosed properties for the purpose of building affordable housing.

Family Wage Jobs

- Crafted policies for the Strategic Investment Program (SIP) which links tax abatement with workforce development to provide social and economic benefits to the community.
- Personally negotiated SIP contracts that target nearly 2,500 new career track jobs that provide living wages and full benefits to those who need them the most: welfare recipients, the unemployed and the under-employed.
- Removed traditional barriers to employment for targeted populations by negotiating funding for job training, child care, affordable housing, transportation and school-to-work programs to prepare high school graduates for good jobs.

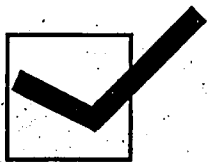
TANYA COLLIER

Creating Community

- Created a public/private partnership to build the first new community center to be opened in Portland since the 1920s—the neighborhood owned and operated Brentwood-Darlington Community Center.
- Secured tax-foreclosed property to build affordable housing in the Brentwood-Darlington neighborhood and provide the community center with operating revenue.
- Secured funding to strengthen the Marshall Caring Community, a coalition of service providers, assisting residents in Southeast communities.
- Established a Teen Health Clinic at Lane Middle School.
- Provided initial funding to help leverage permanent public and private dollars to create Mt. Scott-Arleta Alternative School for at-risk youth that have dropped out of school.
- Donated obsolete county computers to Mt. Scott Alternative School and provided training for teachers.
- Assisted the Center neighborhood in building the Rosemont Bluff Park on surplus County land and worked in partnership with the County Juvenile Detention program to maintain the park.
- Converted an abandoned building, in partnership with South Tabor and Mt. Tabor residents, into a special-education facility for children with physical disabilities.
- Facilitated a Good Neighbor Agreement in the Foster-Powell neighborhood to ensure safety of the neighborhood in the operation of a foster home for male adults with criminal backgrounds.



Re-elect Tanya Collier



Metro Council District 9



Dear Neighbors,

I've now had the opportunity to serve as your elected Metro councilor for the last two years. It's been an eye-opening experience. During that time we've accomplished a lot. One of our most exciting projects has been watching the Oregon Convention Center becoming a reality. Additionally, we've made a major step in solving a problem that has been around for the last 10 years - siting a regional landfill to replace St. Johns. And, of course, it's always rewarding to see our zoo grow and change. Did you know it has become the No. 1 paid tourist attraction in Oregon.

We've also made more progress in consolidating regional services. Beginning in July, we'll be offering a one-stop program which will allow builders in the region to obtain one license instead of a dozen or more. And we've taken the first step toward incorporating the boundary commission under Metro.

But we still have a lot left to do. We need to complete our solid waste disposal system, increase recycling and develop safe disposal of hazardous waste. And, we need to decide the safest and most economical way to deliver our waste to Arlington.

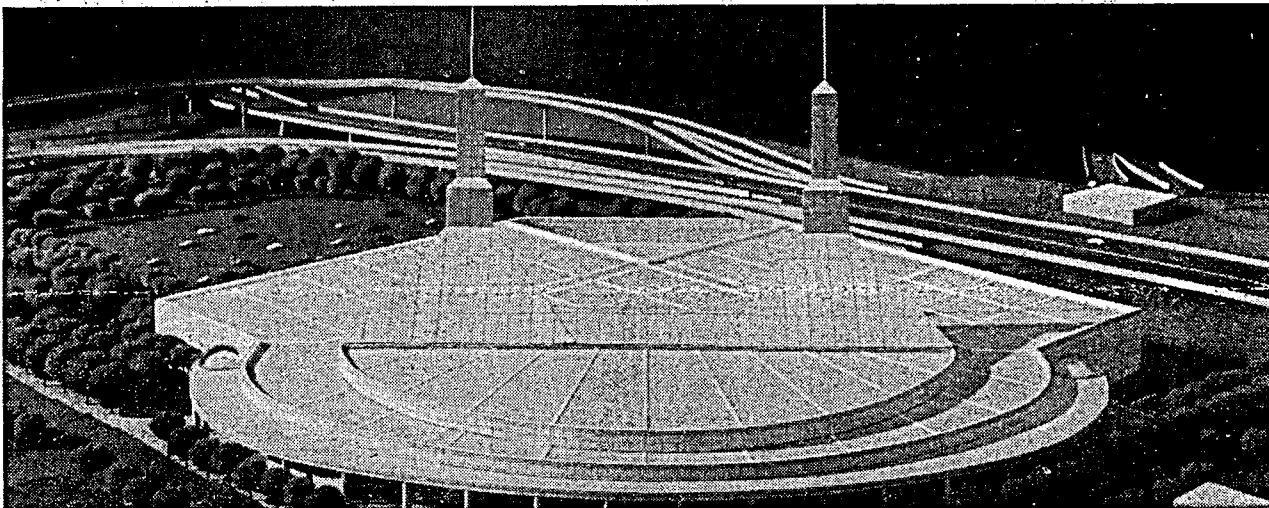
We need to implement performance auditing at Metro and I've made sure it's in our budget.

Most important, it is time to start regionalizing more services such as parks, libraries and corrections planning. This newsletter describes each of Metro's functions. Further, it states my position and goals. It also gives me the opportunity to seek your opinions. Please feel free to say what you think. Sign your name and address if you want to be on Metro's mailing list or if you want to be notified on specific issues.

Metro needs your involvement. You can call, write letters, testify or serve on a committee. Information on how to participate is on the last page of this newsletter.

I'd appreciate your vote on May 17.

Sincerely,
Tanya Collier
Tanya Collier
Your Metro councilor
District 9



"In the years I have worked with her, Tanya has always been a strong advocate for community concerns - her experience and dedication to people make her an excellent liaison to our neighborhoods on the Metro Council."

Congressman Ron Wyden
District 3

The Oregon Convention Center will mean a boost for our economy and create new jobs. When completed in September 1990, the convention center is expected to draw 138,000 visitors spending \$59 million annually in our region. The

convention center will be built on a 17-block site on the east side of the Willamette River, between Union and Holladay streets. My goal is to keep the convention center on time and on budget, says Metro Councilor Tanya Collier. See Page 2.

Just what
is Metro
anyway?

See Page 2

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Re-elect Tanya Collier to Metro, our regional government

The Metropolitan Service District (Metro) was created by the Oregon Legislature in 1977 and approved by tri-county voters in 1978 as the only directly elected regional government in the United States.

Metro is governed by a 12-member council elected by subdistricts in the region and an executive officer, elected region-wide. All serve four-year terms.

The council sets policy and adopts the budget; the executive officer administers the staff and programs.

Our purpose is to provide regional services to the 1 million people in the urban areas of Clackamas, Multnomah and Washington counties. Metro encompasses 24

cities in the three counties.

We involve these jurisdictions in a spirit of cooperation and consensus. By coordinating services on a regionwide basis, we can avoid duplication and we can plan and operate more effective systems.

Our services include: managing solid waste disposal; operating the Washington Park Zoo; planning transportation for the region; administering the urban growth boundary; financing, building and operating the Oregon Convention Center, and providing services to local governments, including computer-based data research and analysis, and development services.

Collier says: Convention center means new jobs, boost for economy

Thanks to cooperation between governments in the region and private business, our dream of a regional convention center is well on its way to becoming reality. As a matter of fact, we'll be breaking ground on May 16.

Metro, through our Convention Center Project

office, we are coordinating finance, design, construction and operation of the \$85-million regional convention facility. When completed in September 1990, the 5,000-square-foot convention center is expected to draw 138,000 delegates spending \$59 million in the region annually.



Metro Councilor Tanya Collier confers with Tuck Wilson about the progress of the Oregon Convention Center, scheduled to begin construction this summer.



Tanya Collier, Metro councilor from District 9, and Mike Ragsdale, presiding officer of the council.

"In all my experience of being in the Oregon Legislature, a Metro councilor - and now presiding officer - I have never worked with a more intelligent, dedicated, hard-working public servant. Tanya serves us well on Metro and I look forward to serving with her the next four years."

Mike Ragsdale,
Metro Council presiding officer

Financing

In November 1986, voters in the tri-county area approved a \$65-million bond issue to finance construction of the convention center. We sold bonds on July 9, 1987. That same day, the state committed \$15 million in lottery receipts to the convention center. An additional \$5 million will come from a local improvement district approved by the Portland City Council.

The site

The convention center will be built on a 17-block site on the east side of the Willamette River. Northeast Holladay Street and the MAX light-rail line border the north end, with Union Avenue on the east, the Banfield Freeway on the south and Interstate 5 on the east.

Regional commission

We established a regional commission to manage the convention center when we appointed seven members to serve on the Metropolitan Exposition-Recreation Commission. The commission will assume responsibility for convention center operations and marketing, sub-

ject to council oversight.

New jobs expected

We expect the convention center to create new jobs and stimulate the economy of the region and the state. In addition, we expect to draw money that is now going to other cities with larger convention centers.

Tourism is also expected to increase as delegates extend their visits by vacationing around the state.

Ten conventions booked

Ten conventions have already been booked, and construction hasn't even begun and the convention center doesn't open until the fall of 1990.

Who to call

- If you have questions about the Oregon Convention Center, call the project office at 221-1646.
- If you have leads for future conventions, call the Greater Portland Convention and Visitors Association, 222-2223.
- If you want to book space for local events, call the Oregon Convention Center marketing office, 248-4335.

Re-elect Tanya to the Metro Council

Tanya was raised in east Portland and has lived there all of her life. She and her husband Greg have raised their two children, Tim and Robin, in Montavilla. Tanya, Tim and Robin all graduated from Marshall High School. Tanya and Greg miss son Tim and his wife, Tymothie, very much. Tim is serving in the U.S. Army in North Carolina.



Tanya now serves you now on the Metro Council

About Tanya Collier

Tanya's current Metro responsibilities include:

- Chair: Finance Committee – Managed the council's adoption of Metro's budget
- Vice chair: Planning and Development Committee – Planned for the efficient provision of governmental services
- Member: Intergovernmental Relations and Internal Affairs committees
- Chair: Oregon Regional Councils Association – A statewide organization of regional councils of governments
- Member: Human Relations Committee for the National Association of Regional Councils

Community involvement

She has served on:

- Multnomah County Charter Review Commission
- Joint City-County 911 Emergency Services Task Force
- Multnomah County Community Action Agency
- City and County Auditor's Advisory Committees
- Portland State University Alumni Board and PSU Foundation
- District Attorney's Task Force on Domestic Violence
- Metropolitan Citizens League
- Council of Intergovernmental Coordinators, National Association of Counties
- School Closure Committee, Portland School District
- Multnomah County Community Action Agency
- Office of Management and Budget Advisory Committee
- Oregon Women's Political Caucus
- State of Oregon Child Care Eligibility Task Force

Tanya feels strongly about citizen participation

"I am involved in our community and encourage and support citizen involvement in the public decision-making process," says Tanya Collier, Metro councilor.

Background and family

Tanya was raised in east Portland and has lived her all her life. She and her husband Greg, an attorney, have raised their two children in the Montavilla area.

Tanya's regional goals

- Implement Metro's solid waste plan and finish disposal system (the transportation of garbage)
- Continue to search for methods of disposal other than landfilling – such as mass composting
- Develop regional parks, corrections planning, libraries and transportation system
- Continue improving Washington Park Zoo
- Keep Oregon Convention Center on time and on budget
- Hazardous waste program
- Performance audit for Metro
- Develop a regional corrections plan
- 1 percent for recycling

**Vote May 17.
Re-elect Tanya Collier.**



Citizens are encouraged to become involved in Metro issues.

Tanya chairs Finance Committee

Our proposed budget for 1988-89 is \$163. million.

While there are slight decreases in the budgets for the Washington Park Zoo and the Oregon Convention Center, two areas – solid waste and the cost of operating the agency – account for substantial increases.

The rising costs in solid waste operations account for a \$23.6 million increase in the solid waste portion. The budget includes additional funds to be used to boost revenues for the eventual closure of St. Johns Landfill, to cover expenses in building a \$16.5 million garbage transfer station and recycling center proposed east of the Willamette River in Portland, and to increase recycling and waste-reduction programs intended to lower landfill costs.

The cost of operating the agency is expected to increase to \$6.1 million, up \$1.3 million from 1987-88. The separation of powers bet-

ween the executive officer and the Metro Council, and the increasing complexity of managing the agency's financial and legal affairs accounts for that increase.

No tax base

We have no tax base to pay for carrying out our responsibilities. A tax base measure that would have given us a permanent tax base failed to receive voter approval in May 1986. The \$4.3 million tax base measure would have allocated \$3.4 million for zoo operational costs; \$975,000 would have funded Metro's costs in carrying out policy as required by law.

Revenue sources

The principal revenues for operations and capital projects come from the following sources:

- Fees charged for refuse disposal at the St. Johns Landfill and the Clackamas transfer and recycling center (CTRC).
- Admission and enterprise charges at the Washington Park Zoo.
- Property taxes for the zoo. A three-year, \$16.5-million zoo serial levy was approved by voters on March 31, 1987.
- Dues charged local governments in the district.
- Federal and state grants and loans.

"The Oregonian favors retaining Tanya Collier in District 9 . . . (She) has shown the kind of growth in her two years on the council to merit re-election. She has a long record of commitment to regionalism and has served with distinction as chairwoman of the budget committee. . . ."

The Oregonian
April 11, 1988



Tanya discusses Metro's proposed 1988-89 budget with Metro Councilor Richard Waker and Executive Officer Rena Cusma.

• Currently, the general government functions of Metro, such as election, executive officer and council costs, do not have a source of income. Those functions receive transfers of money from the zoo and the solid waste, research and development and transportation departments.

Convention center financing

Financing of the Oregon Convention Center comes

from the following: \$15 million in lottery funds granted by the Oregon Legislature; \$5 million from a local improvement improvement formed by businesses in the vicinity; \$65 million in general obligation bonds were sold in July 1987 for construction; and Multnomah County hotel/motel tax revenues (more than \$2 million annually beginning July 1987) will be used for operation and marketing.

"Tanya understands the budget process. She can help save our tax dollars – a perfect example of her work is that performance audits are now a part of Metro,"

Anne Kelly Feeney
Multnomah County
auditor

What does \$163 million buy?

Oregon Convention Center \$73.2 million
Present budget \$76 million
Revenue sources Voter-approved bond issue and Multnomah County hotel-motel tax
Expenditures Cost of building the convention center and finding conventions to use it, the latter responsibility of the new Metropolitan Exposition Commission

Regional Planning \$2.8 million
Present budget \$2.3 million
Revenue sources Population-based assessments on cities and counties and by federal funds
Expenditures Regional transportation planning, planning assistance for local governments and providing data base services

Metro Government \$6.1 million
Present budget \$4.8 million
Revenue sources Assessments on other Metro departments
Expenditures Metro council and executive officer, legal counsel, internal financial management, public affairs, insurance and Metro headquarters

Washington Park Zoo \$18.3 million
Present budget \$20.3 million
Revenue sources Half from zoo earnings and half from property taxes
Expenditures Operating the zoo and construction projects

Solid Waste \$62.9 million
Present budget \$39.3 million
Revenue sources Garbage-disposal fees and interest earnings
Expenditures Operation of the St. Johns Landfill and the Clackamas Transfer and Recycling Center, development costs of a new transfer station in Multnomah County, closure costs at St. Johns and a community enhancement fund for St. Johns and payments to the state Department of Environmental Quality for choosing a new landfill in the tri-county area

Tanya represents our District 9

The Metro Council and executive officer represent nearly one million residents in the tri-county region.

The executive officer, elected regionwide, is charged with administering the staff and programs.

The region is divided into 12 non-partisan council districts from which councilors are elected for four-year terms. Our job on the council is to set policy and adopt the budget.

We come from diverse occupations – there's an engineer, a lawyer, a plumber, a vocational rehabilitation specialist, a medical correspondence specialist and the owner of a logging, construction and mining equipment company, among others. I'm a labor representative for the Oregon Nurses Association.

Our council works much like the state legislature – key decisions in shaping Metro policy are made in council committees and then forwarded to the full council for action. Committees are Convention Center, Finance, Internal Affairs, Intergovernmental Relations, Planning and Development, Solid Waste and Zoo. I serve as chair of the Finance Committee, vice chair of the Planning and Development Committee and am a member of the Internal Affairs and Intergov-

"Tanya understands this district like nobody else. She is really dedicated to people who live here and should be re-elected."

Sen. Jane Cease

ernmental Relations committees. I attend an average of three meetings a week on Metro business – that adds up to 156 meetings a year.

We serve without pay but do receive a per diem for attending meetings, with a cap of \$2,160. This covers 72 meetings a year at \$30 each. We also receive up to \$1,500 a year for expenses such as travel and meals.

The Metro Council meets the second and fourth Thursdays at 5:30 p.m. in the council chamber at Metro Center, 2000 SW First Ave., Portland. Notices of council meetings are published in The Oregonian.

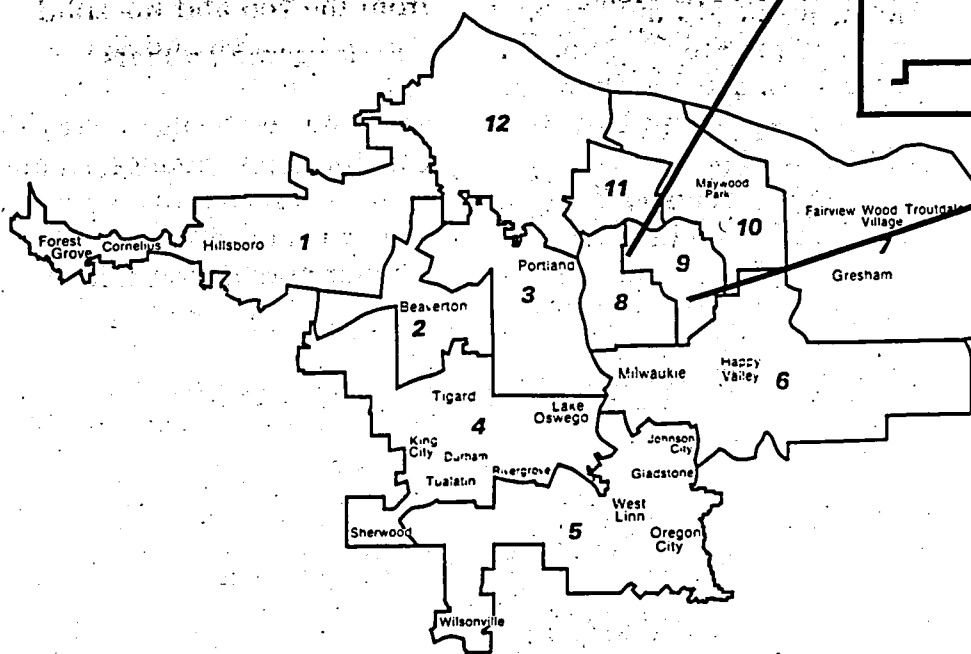
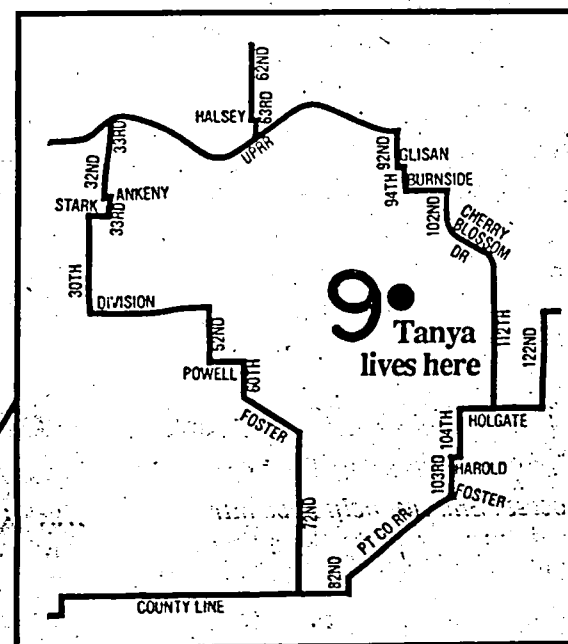
For more information on council agendas and committees, call the council office, 221-1646.



Tanya and Rena Cusma, Metro executive officer

Metro Council
 District 1 – Mike Ragsdale
 District 2 – Richard Waker
 District 3 – Jim Gardner
 District 4 – Corky Kirkpatrick
 District 5 – Tom DeJardin
 District 6 – George Van Bergen
 District 7 – Sharron Kelley
 District 8 – Mike Bonner
 District 9 – Tanya Collier
 District 10 – Larry Cooper
 District 11 – David Knowles
 District 12 – Gary Hansen

Executive Officer
 Rena Cusma



"Tanya is a councilor who will help Metro reach its potential."

Rena Cusma,
 Metro executive officer

Tanya's goal: To consolidate local services

We coordinate a variety of special services to local governments in the region, including transportation planning, regional data research and analysis, development services, technical services to local governments and monitoring the urban growth boundary.

Transportation planning

We are the designated metropolitan planning

organization in this region. Through the Joint Policy Advisory Committee on Transportation, we work with local governments to secure and allocate federal highway and transit funds for the region.

Our Regional Transportation Plan is a guide to highway and transit improvements needed to the year 2005 in the tri-county area. We also provide computer modeling to help cities and counties plan street and

highway service to improve the flow of traffic in the region.

We are often confused with Tri-Met. Metro is not Tri-Met – Tri-Met runs the mass transit system.

Two new services

Beginning in July, we will implement a one-stop builder's business license program. Builders registered with the Oregon Builder's Board will be able to obtain a

license from Metro which will allow them to conduct business in any jurisdiction within our boundary.

Also beginning in July, we will assume the responsibility for the Portland Metropolitan Area Local Government Boundary Commission. The commission considers all types of boundary changes for cities and 11 types of urban special service districts within the tri-county region.

Our zoo growing under Metro, Tanya says

Have you been to the Washington Park lately? What an exciting place.

Metro has owned and operated the zoo, a major cultural, educational and recreational facility in the region and the state, since 1976.

No. 1 attraction

Our 64-acre zoo celebrated its centennial last year and is the oldest zoological park west of the Ohio Valley and the only urban zoo between Washington state and San Francisco. It's also the largest paid attraction in the state.

Since taking on the responsibility for the zoo, we have undertaken a number of major improvements, including the Cascades Stream and Pond exhibit; the Alaska Tundra exhibit, which opened in March 1985; and a renovated polar and sun bear exhibit, which opened in September 1986. In addition, the Lilah Callen Holden Elephant Museum, funded by donations, opened in December 1986.

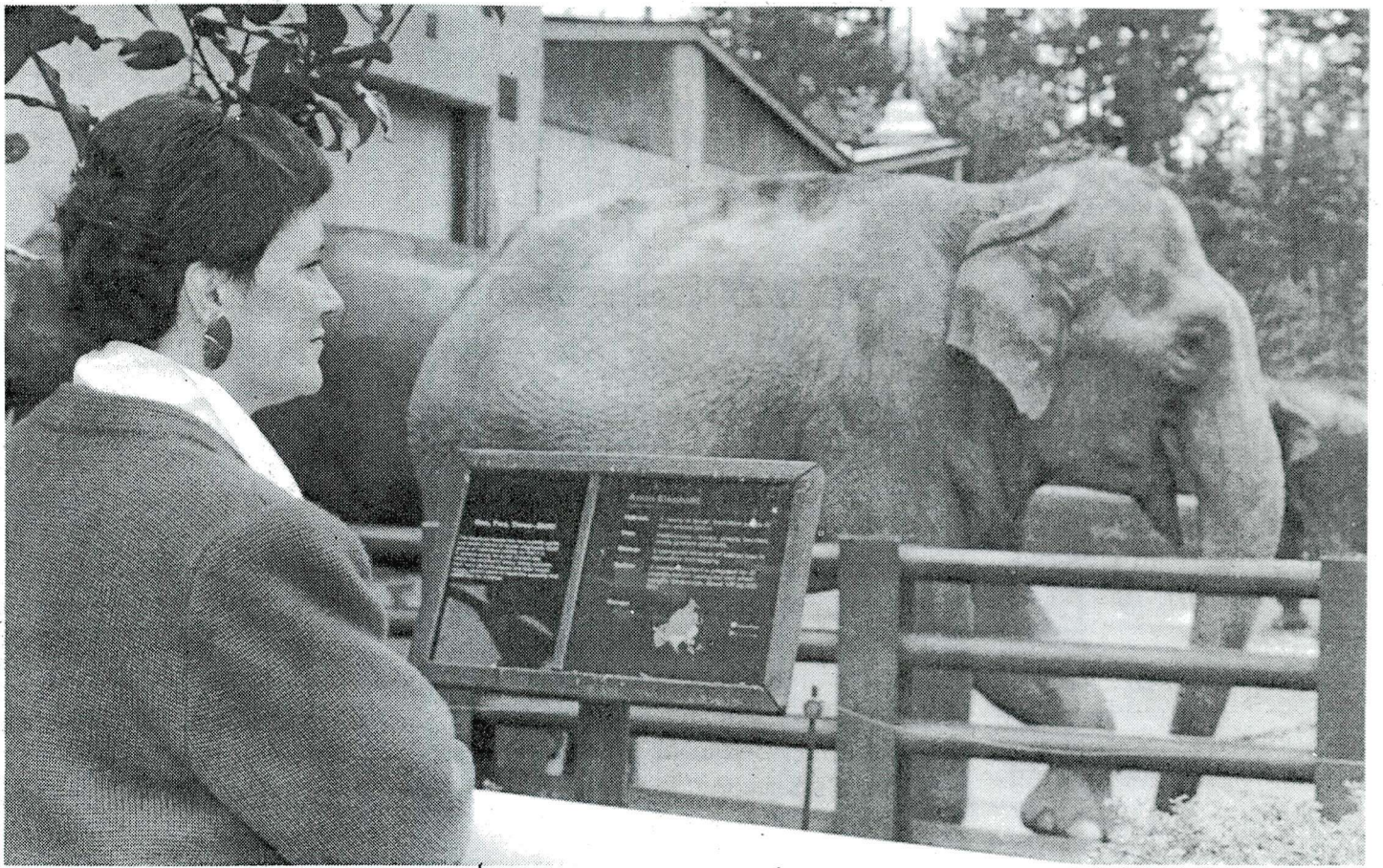
New exhibit under way

Construction began in May 1987 on the \$6.5-million Africa exhibit, expected to be completed in 1989. The exhibit will provide a natural environment for African hoof stock. We'll have giraffes, zebras and hippos again, and we're very excited about Pete, a 400-pound black rhino we've acquired from the Denver Zoo.

This summer, we'll open a premier food service area, the AfriCafe, which will overlook an aviary where you'll be able to walk among birds flying free.

Sound financial base

Metro has provided a regional financial base for zoo operations and improvement. Since Metro began



Tanya supports continued focus on the zoo's endangered species, such as the Asian elephant.

"Being a former Speaker of the House and Metro councilor, I understand the tremendous amount of time involved. It takes a rare individual who can balance a career and still serve as a citizen volunteer. Tanya's that kind of person."

Hardy Myers

managing the zoo, voters have approved two property tax levies of \$15 million each and one for \$16.5 million. A three-year, \$16.5 million zoo levy was approved by voters in March 1987.

Special events and improved exhibits have increased the number of visitors to the zoo. In 1987, 981,751 visitors came through the gates.

Visitors from China

The zoo's reputation is known around the world. During the summer of 1986, the zoo had a pair of golden monkeys from China on loan for three months from the Chongquin Zoo. While at the Washington Park Zoo, the female gave birth to the first golden monkey ever born outside China. Future animal exchanges are plan-

ned, including the potential visit of giant pandas.

Endangered animals

The zoo is also increasing its focus on endangered animals. Zoo staff is working on ways to educate people about how they can help save animals and animal habitat.

Endangered animals housed at the zoo include the Humboldt penguins, red pandas, snow leopards, Siberian tiger, Asian elephants, orangutans and red ruffed lemur.

Friends of the Zoo

For a nominal fee, individuals and families can join the Friends of the Washington Park Zoo, a nonprofit organization which provides special educational and recreational services to its members and conducts fund-raising projects on behalf of the zoo.

Special events at our zoo in 1988

Handicapped Free Day - May 17
Girl Scout Day - May 21
Jazz and Zoograss (bluegrass) concerts Wednesday and Thursday evenings - beginning June 15 and 16 for nine weeks
Conservation Day - June 18

Hours

The zoo is every day except Christmas Day. Gates open at 9:30 a.m. Closing time is 5:30 p.m. through May 27; 7 p.m. through Labor Day. You can say on the grounds for an hour after the ticket booth closes.

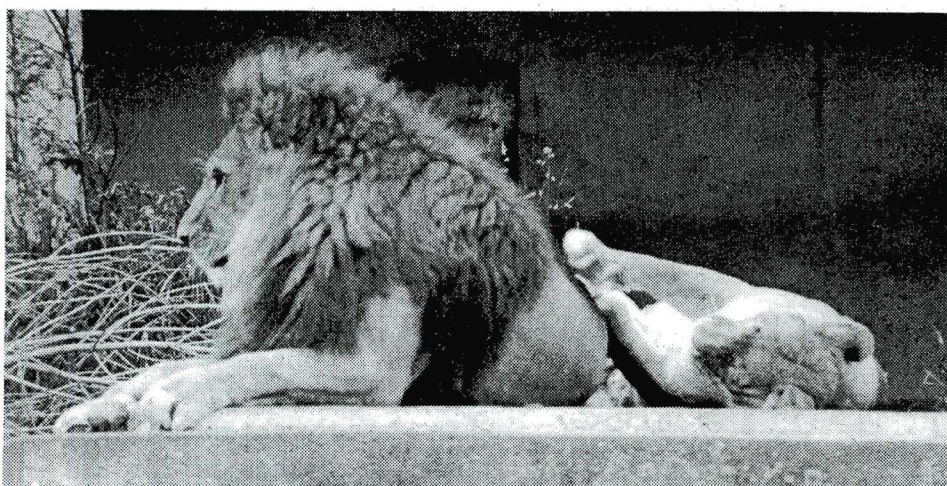
Admission

Tickets are \$3 for adults, \$1.50 for children 3-11 and seniors, children 2 and younger are free. Free admission Tuesdays after 3 p.m. for everyone.

Call 226-ROAR for information, rates and hours; 226-1561, business office.

Visit the memorial

While you're in the area of the zoo, be sure to stop by OMSI and the World Forestry Center. And have you visited the Oregon Vietnam Veterans Memorial? The memorial, administered by the Vietnam Veterans of Oregon Memorial Fund Inc., is just up the hill from the zoo parking lot. It's a touching - and surprisingly uplifting - memorial to those Oregonians who died in the Vietnam War.



African lions symbolize the strength of our zoo, says Councilor Collier.

Tanya: Balanced solid waste system needed

Metro manages the disposal of nearly one million tons of waste per year (about one ton for every person in our region).

We operate the St. Johns Landfill in North Portland. The landfill is rapidly becoming full and is expected to close in 1991.

New landfill sited

On April 11, we signed a contract with Oregon Waste Systems to provide a landfill for the Portland metropolitan region. Under the terms of the 20-year contract, the landfill, located outside Arlington in Gilliam County, will begin receiving garbage in 1990.

The signing of that contract ends more than a decade of controversy about the location of a landfill in the metropolitan area. It also provides a base for our garbage disposal system.

Transfer station planned

We also own the Clackamas Transfer and Recycling Center in Oregon City. A transfer station provided a convenient and close-in location for the public and commercial haulers to deposit refuse and recyclables.

A new transfer station is planned for Multnomah County. Various options are being discussed, including the possibility that it will be privately owned and operated.

"I want to make sure Metro's program is accomplished efficiently and inexpensively...we need to do performance audits."

Tanya Collier

The Oregonian

April 21, 1988

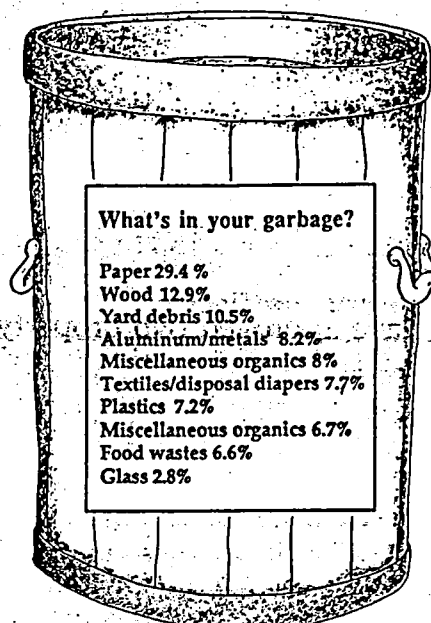


Tanya voted in favor of signing a contract with Oregon Waste Systems to provide a landfill for the Portland region.

Our goal is to reduce the amount of garbage going to the landfill through alternatives such as reduction of waste, reuse and recycling. In addition, we are considering proposals for resource recovery technology that recovers energy from waste.

Coalition formed

We formed a coalition of local governments in the fall of 1987 to produce a new solid waste management plan for the tri-county area. The plan is expected to detail facilities and sites needed in



the region for a balanced solid waste system.

Tanya supports safe, economical disposal of household hazardous waste

Mark Saturday, May 14, on your calendar. From 9 a.m. to 4 p.m. on that Saturday, Metro will sponsor a regionwide household hazardous waste collection day. The sites are:

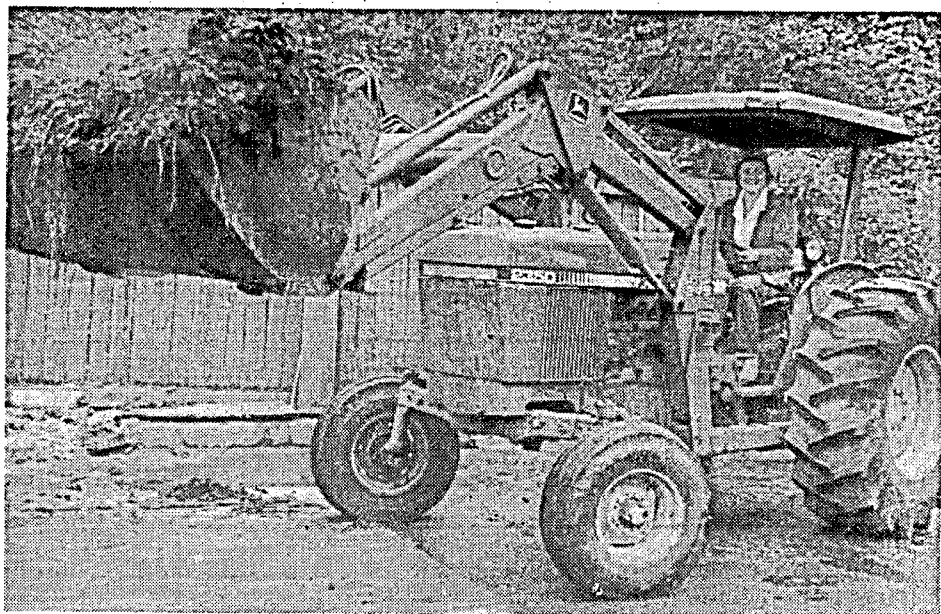
- Gresham City Hall
1333 NW Eastman Parkway
- Washington County Fire District 1 Training Center
3608 SW 209th Aloha
- DEQ Testing Station
5885 NW St. Helens Rd.
- Clackamas Rural Fire District 71 Training Center
15990 SE 130th (off Highway 212)

You'll be able to drop off household quantities of hazardous products such as solvents, insect spray, rat killer, wood preservatives, paint stripper, etc. Please don't bring empty containers or containers larger than 5 gallons.

If not used, stored or disposed of properly, these chemicals can cause environmental, health and fire hazards. One of my goals is to make sure residents of the region have a safe and economical option to dispose of such products.

Call our Recycling Information Center, 224-5555, if you have questions.

Recycling makes sense and saves energy, Tanya says



"Our goal is to have everyone recycling," Tanya says. "Even our elephants at the zoo recycle." Here she's at the controls of a tractor with a load of zoo-doo (elephant manure), popular with area gardeners as a "super" fertilizer.

What do yard debris, office paper, phone books, Christmas trees, old tires, rags, worn out appliances and last year's magazines have in common?

They're all recyclable.

It takes energy to make products, but manufacturing products from recycled materials uses less fuel than producing the products from new material. Less material thrown away also saves energy used by garbage haulers to carry waste to landfills. Recycling also reduces the amount of waste going to the landfill and saves valuable landfill space.

We have answers

Metro's Recycling Information Center can provide callers with more than 300 possible recycling options for unwanted material. You can also ask for free how-to brochures and

flyers on a number of topics from office paper recycling to home composting.

1 percent for recycling

Our proposed budget for 1988-89 includes a "1 percent for recycling" program that would set aside money from the solid waste budget for block grants for innovative waste reduction and recycling programs.

**Metro's
Recycling
Information
Center
224-5555**

Broad support for Tanya Collier

Many citizens and organizations support Tanya Collier. Here are just a few:

"In the years I have worked with her, Tanya has always been a strong advocate for community concerns – her experience and dedication to people make her an excellent liaison to our neighborhoods on the Metro Council."

Congressman Ron Wyden, District 3

"The Oregonian favors retaining Tanya Collier in District 9. (She) has shown the kind of growth in her two years on the council to merit re-election. She has a long record of commitment to regionalism and has served with distinction as chairwoman of the budget committee. . . ."

The Oregonian
April 11, 1988

"I've worked with Tanya in many diverse situations and always found her to be an effective problem-solver. She has high standards for herself and her community."

Betty Roberts
Former Oregon Supreme Court justice

"Being a former Speaker of the House and a Metro councilor, I understand the tremendous amount of time involved. It takes a rare individual who can balance a career and still serve as a citizen volunteer. Tanya's that kind of person."

Hardy Myers

"In all my experience of being in the Oregon Legislature, a Metro councilor – and now presiding officer – I have never worked with a more intelligent, dedicated, hard-working public servant. Tanya serves us well on the Metro Council and I look forward to serving with her the next four years."

Mike Ragsdale, Metro Council presiding officer

"Tanya's a councilor who will help Metro reach its potential."

Rena Cusma, Metro Council executive officer

"Tanya understands this district like nobody else. She is really dedicated to people who live here and should be re-elected."

State Sen. Jane Cease

"Tanya understands the budget process. She can help save our tax dollars – a perfect example of her work is that performance audits are now a part of Metro."

Anne Kelly Feeney, Multnomah County auditor

Ruth Horn
Tom DeJardin
Phillip Fell
Barbara and Bob Holdridge
Corky Kirkpatrick
Pat and Bill Swonger
Jim Gardner
Ted Meese
Mike Ragsdale
Marie Williams
David Knowles
Larry Cooper
Multnomah County Auditor
Anne Kelly Feeney
Kathy and Rich Busse
George Van Bergen
Judy and Bob Palmer
Eleanor Tomlinson
Keith Skelton
International Brotherhood of
Electrical Workers
Boilermakers Local 72 Executive
Board and LEAP
Portland Association of Teachers

Multnomah County Democratic
Central Committee
Homebuilders
Portland Firefighters
Oregon Women's Political Caucus
SEIU Local 49
Colleen Acres
Larry and Carol Behm
Speaker of the House Veta Katz
Grant and Claudia Nelson
Sen. Judy Bauman
Sandi Davis
Jeff Kleinman
Heather Holt Hess
Howard and Susan Larson
Marsha Spellman
Adam Haas
Lucia Skov
Priscilla Alley
Carrie Clark
John and Ann Picco
Bill and Chris Tomlinson
David Utzinger
Phil Mitchell



Tanya discusses upcoming household hazardous waste collection day with Pat Swonger, active resident of District 9 who has a special interest in hazardous waste.

Please return this questionnaire to Councilor Collier. If you request more information or want to be on a mailing list, please include your name, address and ZIP code. Please circle your answer. Feel free to add more pages for answers.

The Washington Park Zoo

Have you been to the zoo lately? Yes No

If, so do you think the ticket price is reasonable? Yes No
If not, what price would you suggest?

What improvements would you like to see at the zoo? _____

Do you have any interest in joining Friends of the Zoo? Yes No

Are you interested in volunteering at the zoo? Yes No

Do you want to be on the zoo's mailing list? Yes No

Do you think Portland needs an aquarium? Yes No

The Oregon Convention Center

Since the Oregon Convention Center, Memorial Coliseum, Performing Arts Center are regional facilities, do you think they should be managed by the regional government? Yes No

Recycling

Do you recycle? Yes No

If not, why? _____

Do you take advantage of curbside recycling offered by your garbage hauler? Yes No

Would you be willing to have part of your garbage bill go to public subsidy of recycling in order to encourage people to recycle? Yes No

Do you know how yard debris can be recycled? Yes No If not, call 224-5555

Would you like more information on home composting and chipping? Yes No

Regional facilities

Should Metro implement a regional park system? Yes No

Regional libraries? Yes No

Should Metro manage the regional transportation system (i.e., Tri-Met)? Yes No

Do you think planning for regional correctional facilities should be under one agency? Yes No

Does the planning for regional correction facilities/jails belong with Metro? Yes No

Do you support a tax base for Metro? Yes No

Why or why not? _____

Are you interested in more information about Metro? Yes No

Are there specific topics you're interested in? If yes, please be specific _____

Do you have suggestions for regional issues or services that could be consolidated under Metro to save tax dollars or more effectively deliver services? _____

Name _____

Address _____

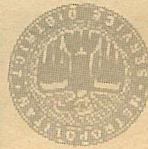
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Portland, OR 97216
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METRO

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A REPORT FROM METRO'S PRESIDING OFFICER

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TANYA COLLIER

A CENTER OF ATTENTION



The Oregon Convention Center, with its soaring twin towers poised over the east bank of the Willamette River and neatly framing the downtown skyline, is already one of this region's great success stories.

Built on time and within budget thanks to a regional \$65 million bond measure, the convention center opened to much fanfare last September. And in its first three months of operation, the center has exceeded all expectations.

We had projected revenues of \$1 million for the first year. Our revenues were \$750,000 in the first three months! We had projected an occupancy rate of 45 percent. Our occupancy rate has been between 55 percent and 60 percent. Convention bookings are far ahead of projections and the ballroom is booked for every Friday and Saturday night through 1991.

The convention center,

however, is only a piece of a much larger system of regional spectator facilities that includes the Memorial Coliseum, Civic Stadium and the Portland Center for the Performing Arts. All of these facilities are managed by Metro through the Metropolitan Exposition-Recreation Commission (Metro ERC).

As a region, we need to take steps to stabilize the funding base of these facilities, all of which require some form of public subsidy to help with their operating deficits. A citizen's committee studying that issue will make its recommendations soon.

Still to be determined is how the Trail Blazer's proposed new arena will fit into this mix. However, the Blazers are seeking a public investment in their new arena (with a fair return on that investment) and we expect to know more about the public benefits of that facility later this summer or early this fall.

For information on Convention Center booking, call 235-7575. For information on other Metro ERC facilities, call 235-8771.



Cathy Thomas

With the zoo being the state's No. 1 paid tourist attraction, sometimes a bear's just gotta take a break.

IT'S ALL HAPPENING AT THE ZOO

It has been a banner year at the Metro Washington Park Zoo. Nearly 1.3 million people visited the state's No. 1 paid tourist attraction in 1990, and 1991 should be even better with the opening of the Africa Rain Forest exhibit, the third and final phase of our ambitious Africa project.

Unfortunately, with the passage of ballot measure 5 and the failure of a serial levy for capital construction last year, we've had to curtail plans for

new exhibits and close two old favorites.

But there are still plenty of great reasons to visit the zoo, including our summer concert series, which features nationally known acts of all varieties, and the Grand WaZoo concert on July 27, starring legendary trumpeters Dizzy Gillespie and Wynton Marsalis.

For more information on zoo events and exhibits, call 226-1561.

A TRASHY JOB (BUT SOMEBODY'S GOT TO DO IT)

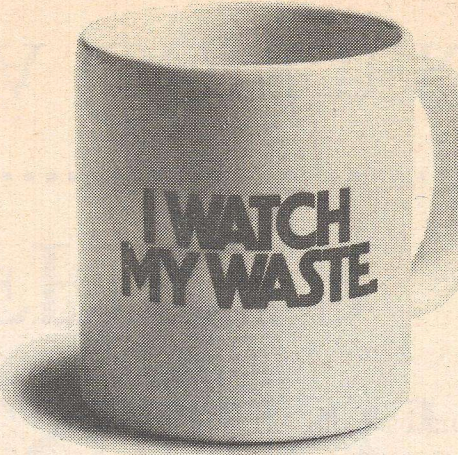
It has been an eventful year for Metro's solid waste programs. The region's recycling and resource recovery rate is now 30 percent, one of the highest in the nation. Our goal is to be at 50 percent by the year 2000.

The coming year will be even better, as Metro Central Station, transfer and recycling station, becomes fully operational, we implement the regional yard debris recycling plan and complete the distri-

bution of curbside recycling containers to every single-family household in the region.

In addition, the Washington County solid waste disposal system plan was recently approved by the Metro Council and we expect the major components of that plan - transfer stations in Forest Grove and Wilsonville - to be on line in 1993.

In March we dedicated the Metro/Riedel municipal compost facility, the only one of its



kind in North America. We will be opening full-service household hazardous waste facilities at two of our transfer stations later this year.

Last, we have officially closed the St. Johns Landfill, which had served as the region's municipal garbage dump for more than half a century. We now move on to a long-term, state-of-the-art closure process that will put us on the path toward reclamation of the land and the restoration and preservation of nearby Smith and Bybee lakes.

For more information on solid waste facility rates and hours, call 221-1646, ext. 208.

Questions about recycling? Call Metro's Recycling Information Center at 224-5555.

The Recycling Information Center offers free brochures on curbside recycling, home composting, yard waste recycling, household hazardous waste, office paper recycling and more.

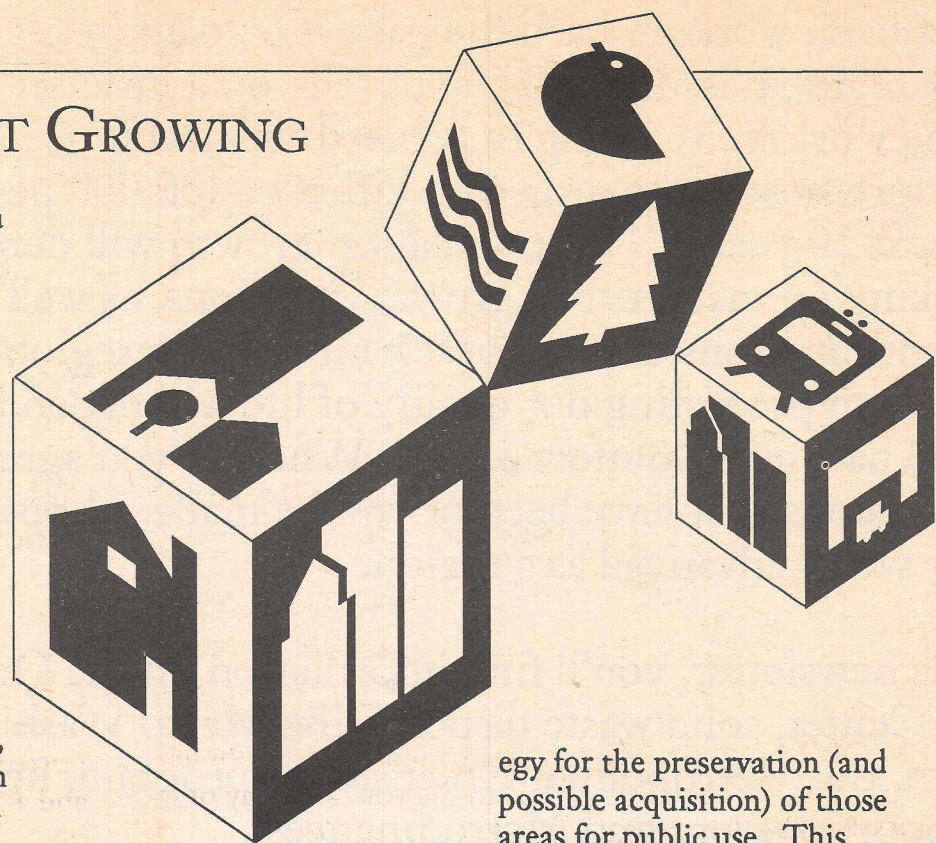
Referrals are made on recycling depots, buy-back centers, disposal facilities and other resources.

The center also maintains a lending library with magazines, books and videotapes on recycling.

LET'S GET GROWING

When a metropolitan area is growing as fast as ours is, it requires careful planning to maintain our quality of life.

We're now nearing completion of the Regional Urban Growth Goals and Objectives, which will become the region's blueprint for how we're going to grow during the next 20 years. Dozens of citizens and elected officials from throughout the region have participated in the drafting of the goals and objectives, which represent our long-term policies for land use, transportation, residential and commercial development, air and water quality, public service delivery and open space preservation.



Our Planning Department is also hard at work on the Metropolitan Greenspaces program, which has identified all of the natural areas and open space left in the region and is now working on a strat-

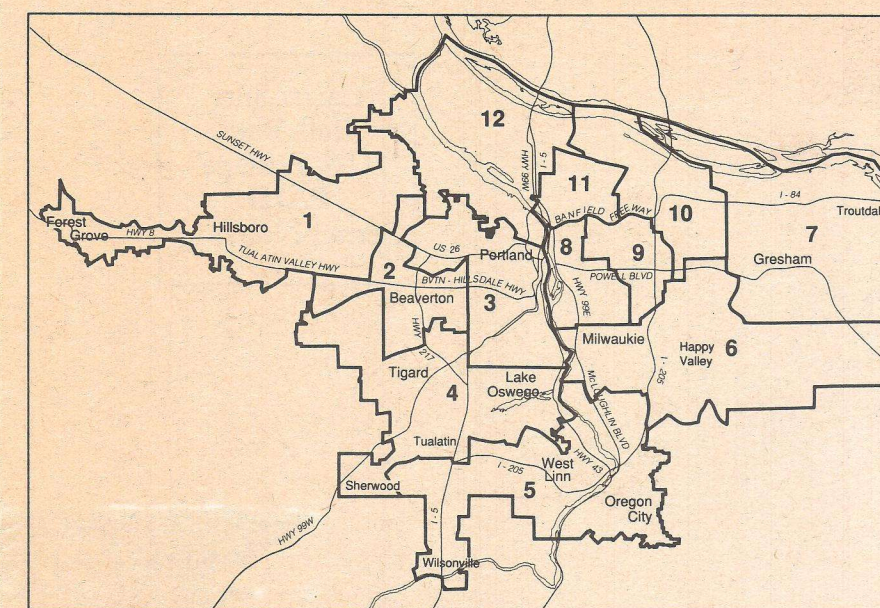
egy for the preservation (and possible acquisition) of those areas for public use. This program, funded in part by a \$600,000 federal grant, involves citizens, elected officials and parks providers from all over the region.

For more information, call the Planning and Development Department at 221-1646.

LIGHT RAIL: KEEPING THINGS MOVING ALONG

The westside light-rail line connecting Washington County with downtown Portland is one product of sensible transportation planning. It's also a perfect example of what can be accomplished when we work together as a region to solve regional problems. Voters of the region did their part by approving a \$125 million bond measure last year and the Legislature ponied up another \$100 million in state funds this spring. The rest of the money for the \$1 billion project will come from the federal government. If all goes well, westside light rail will be operational by 1998.

For more information, call the Planning and Development Department at 221-1646.



REAPPORTIONMENT

Reapportionment is a big word that basically means redrawing the boundaries of the Metro Council districts, a task we're required to do every 10 years in order to come as close as we can to having districts of equal size. This

year, a 13th seat will be added to the council, with that seat to be filled in the 1992 general election.

If you have any thoughts on redrawing District 9, call the Metro Council office at 221-1646, ext. 203.

A HOME-RULE CHARTER FOR METRO

The passage of ballot measure 1 last fall gave the voters of the Metropolitan Service District the right of self-governance through a district charter. A Metro Charter Committee was established by the Legislature this spring and that committee is now in the process of preparing a home-rule charter for Metro. That charter should go to the voters in May or November of 1992.

The committee's work is done in public meetings and a number of public hearings will be held throughout the region. If you'd like to be on the committee mailing list, call 220-1540.

METRO IS...

...the Metropolitan Service District, a directly elected regional government serving the three counties and 24 cities that make up the Portland metropolitan area.

Metro is responsible for solid waste management, operation of the Metro Washington Park Zoo, transportation and land-use planning, urban growth boundary management and, through the Metropolitan Exposition-Recreation Commission, management of the region's trade, convention, spectator and performing arts facilities.

The Metro Council meets on the second and fourth Thursday of each month at 5:30 p.m. in the council chamber at Metro Center, 2000 SW First Ave., Portland.

Speaker's Bureau

Speakers on regional issues are available through Metro's Public Affairs department. For information, call Susan Lorain, 221-1646.

METRO FINANCES

Metro has no general tax base. The "Metro" line on your property tax bill is for the zoo's annual \$5 million tax base and the \$65 million convention center bond. Otherwise, we're funded by service fees, enterprise revenues, state and federal grants, and a local government dues assessment. Support services, general government and planning functions are supported by interfund transfers and a 5.25 percent excise tax on our service fees. For more information, call the Finance and Management Information Department at 221-1646.

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A REPORT FROM METRO'S PRESIDING OFFICER



Dear Citizen:

Metro has been working hard the past year to address a number of important regional issues. I'd like to tell you a little bit about those issues and about the work we're doing to protect our livability.

First and foremost is the projected influx of 400,000 people to our region during the next 20 years. This population growth will demand regional decision-making on many urban growth questions, as well as the consolidation of government functions that are best handled on a regional basis.

Our success in protecting our quality of life will depend on our ability to step past our "comfort zone." Whether you agree with individual decisions that have been or will be made, I hope you're pleased with how far we've advanced as a region.

Read on . . .

Inside this newsletter, you'll find information on the Oregon Convention Center, solid waste disposal, the Metro Washington Park Zoo, urban growth, the Metropolitan Greenspaces program, light rail, the Metro charter, reapportionment and Metro finances.

And remember: at Metro, we welcome your involvement. For information on meeting schedules or citizens committees on which you might serve, call the Metro Council office at 221-1646.

Sincerely,

A handwritten signature in cursive script that reads "Tanya Collier".

Tanya Collier

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Making Policy for People

by Tanya Collier

I am an economic development lay person. My perspective on economic development comes from an unfortunate childhood in which my father was often unemployed because he lacked education or a vocation, or just a lucky break. I managed to graduate from high school and, after having two kids, earned a B.S. in political science and a master's degree in public administration. I have worked my entire life, starting with picking berries and beans when I was 11 years old. More recently, I have served in elective office for 11 years—seven on the Metro Council and four on the Multnomah County Commission. This personal history is part of the foundation for what follows.

I probably never would have given a great deal of in-depth study to the subject of economic development except for a for-



Tanya Collier has been Multnomah County Commissioner for District 3 since January 1993. She represents the county on the regional Joint Policy Advisory Committee on Transportation. She is active in the Oregon Women's Political Caucus.

tuitous opportunity that came my way two years ago: the Strategic Investment Program (S.I.P.). The program was designed to stimulate growth in capital-intensive industries such as semiconductors. The Legislature authorized a tax-abatement program to be implemented through counties. Each county that had this opportunity handled it in a different way. In Multnomah County we created very strict policies under which we would consider giving abatements. This entailed many lively (an understatement) discussions with economic development experts and policy makers all along the political spectrum. Also impacting these discussions was the public outcry and outrage against what they perceived as "corporate welfare".

My way of looking at economic development flows from both my background and my involvement with the S.I.P. I am referring to the marriage of economic development and social services. Tax incentives can be exchanged for contracts that promote good public policy. For example, in exchange for a tax abatement a company will agree to create a significant number of full-time, career-tracked jobs with health benefits and continuing education opportunities.

Historically we have used tax incentives to promote economic public policy. In the case of negotiations with Fujitsu and LSI Logic microelectronics companies, we used the tax abatement to promote social as well as economic public policy. The Board of County Commissioners insisted on receiving a clear public benefit in exchange for the abatement. We were willing to reward companies for committing to hire a narrowly targeted population that included welfare recipients, the unemployed, the under-employed, and school-to-work students. We wanted companies to take the long-term view and invest in our local people. Our goal was to put at-risk families to work in good jobs in order to reduce their reliance on social services and break the cycle of poverty. We had to have contractual guarantees not only because of the public's skepticism but because we had to be able to rely on the

contract while putting the necessary workforce readiness building blocks in place.

A number of barriers have traditionally prevented our targeted population from obtaining or keeping jobs. People can't go without income while they are being trained. Most people need help with housing, child care, and transportation until they get settled. Additionally, many of our targeted population need encouragement and confidence to get started.

Although guaranteed, full-time, career-tracked jobs with health benefits was our number one goal, there are other benefits that make strategic investment contracts attractive—such as strong environmental requirements, local procurement of goods and services, and continuing educational opportunities. Public benefit can be in accordance with the values, needs or desires of a specific community.

"The economy has plenty of jobs." We heard this repeatedly during public testimony. An *Oregonian* editorial addressed it most succinctly:

There's a politician giving a speech at a banquet... and here's the waiter serving one of the attendees. The politician says: "The current recovery has created over 7.8 millions jobs." The waiter says: "And I've got three of them."

Numbers of jobs are simply not the issue; quality jobs are the issue. We wanted to use tax incentives to develop a workforce that could be sustained and, in turn, sustain companies' ability to grow as well as ride the ups and downs natural in any economy.

In 1984 we had a recession and in 1997, prosperity. The question is: how do we keep a healthy economy instead of just reacting to an unhealthy one? The answer is, we have to continually build toward prosperity through investment in both our human and business resources.

As I began to put this philosophical direction together with my own childhood circumstances, it became clear to me that it wasn't necessary to make a large wage, but it was necessary to make a steady wage with the ability to move up if you chose to

work hard. Our family could have budgeted if we could have counted on 40 hours a week; if we could have had some help retraining my step-father when he cut off three fingers in an industrial accident; if someone could have cared for my two sisters and me so my mom could have gone to work; if education or vocational training would have been a possibility or priority for my mother and father's parents. Unfortunately, three decades later we are still struggling with some of these same issues.

ready to work and give them the opportunity to work in accordance with the principles outlined in this article, they will gladly work. Tax incentives provide a real-world test for the theories about the unemployed, the underemployed, and welfare-to-work programs.

The use of tax abatements as business incentives for capital-intensive industries is still new. Two years ago Multnomah County negotiated back-to-back abatements with Fujitsu Microelectronics and

targeted population (such as child care, housing and transportation), good wages and benefits, environmental protections, and local procurement.

A downturn in the microelectronics industry delayed the first wave of hirings at both companies. The County readily agreed to the temporary delays for practical reasons. LSI Logic is now back on track, but Fujitsu has decided that it wants out of the agreement. I am currently negotiating an end to the contract with Fujitsu.

The Board of Commissioners needs to meet several goals before this can happen. First, the experiment must be cost-neutral to taxpayers. Second, the use of tax incentives as a public-policy tool must not be jeopardized. Third, we must maintain the environmental protections and continue to develop an aggressive local procurement program. Fujitsu and the county are pleased both with the success of the child care, transportation, and housing programs.

Can one 15-year agreement in Multnomah County carry the whole weight of marrying social services and economic development? We won't know until LSI Logic opens its plant late this fall and the first wave of new hires are evaluated.

I understand why the public is critical of tax incentives. Government has not done a good job of communicating economic development policies to the public. There appears to be no link between the collective mind of the taxpayer and the idea that tax incentives for companies are supposed to result in benefits to employees and their families. Government needs the latitude to try new public/private approaches to keep the economy steady. Tax incentives used judi-

Numbers of jobs are simply not the issue

The public's opposition to tax dollars being used for economic development came through loud and clear during the recent city/county meetings. When participants were asked where the cuts mandated by Ballot Measure 47 should be made, economic development was their first choice. Government must do a better job of demonstrating to citizens the benefits of their investment. Cutting economic development when it is finally beginning to pay off is very short-sighted. The economy must be able to "ride the waves". A changing economy is something we should take for granted. We need to learn from our recent experience: the timber industry is out. The need to lessen our dependence on timber should have been evident and acknowledged long before the industry was in crisis. Microelectronics are in for the time being. Even if the semi-conductor industry does not turn out to be permanent, it is certainly a good transition industry and well worth maintaining at a yet-to-be-determined level. It is also our opportunity to put a workforce readiness infrastructure in place so we can begin to "grow our own" world-class work force.

Although we need an ongoing commitment to economic development, we also need to improve our skills at matching the existing and potential workforce to job opportunities. In the past we have given people welfare, health cards, and food stamps. What we have never done is to treat the range of social service programs as only a temporary solution, while matching individuals to a continuum of opportunities. If we get people



quality jobs are the issue

LSI Logic. As chief negotiator, I insisted on tight, state-of-the-art contracts that captured the Board of Commissioners' policies regarding hiring from a targeted population for a guaranteed number of jobs, removal of traditional barriers to the

ciously to further public policy are a good public/private endeavor as well as a wise use of tax dollars.

METRO HOME RULE CHARTER UPDATE

By: Tanya Collier, Metro Councilor

These past six years I have been very proud to be a Metro Councilor. Our regional government is like no other government in the United States. Metro Councilors are representative of the people, since each and every one of us is directly elected from districts with about 80,000 citizens.

In 1990 the whole state voted on our region's right to create a home rule charter (constitution). The Metro Charter Committee is in the process of drafting a Charter that will go on the November, 1992 ballot. The Charter Committee is made of 16 members that were selected by the three County governments, cities from each of the counties, the Speaker of the State House of Representatives, the President of the Senate, the Metro Executive Officer, and also selections made by pairs of Metro Councilors. If this Charter passes in November, citizens in our region will have authority over regional government.

The Charter Committee has been meeting weekly since July, under the direction on their Chair, Hardy Myers. The Committee has a difficult task. Some members envision a strong regional government that could possibly replace other governments in the future. Other members envision a Metro with a reduced role with local governments having some authority over Metro.

At this point, the Charter Committee is deliberating on provisions to be included in its first draft. They have indicated that they see urban growth planning as the primary function of Metro. The Committee has also decided that if Metro takes on functions already provided by a local government, it may do so with a vote of the people or by seeking the approval of a representation of area governments.

The week of March 19th the Committee will make decisions on Metro's structure. Should it continue with 13 Councilors? Should the Executive Officer be elected by the people or be appointed by the Council? Should Metro services be operated by separate commissions? Many possibilities are being discussed at length.

The Committee will also make decisions on Metro's financial structure. Currently, Metro's ability to fund its operations is limited by statute. Primarily, Metro is funded by user

fees and excise taxes. Metro's financial structure will be very strained in the years to come without the ability to use other revenue sources. The Charter Committee will soon be discussing all the different options, and will begin by asking for input from the public on march 30 and 31.

Decisions at this stage are preliminary. There will be a first and second draft before the Charter is completed by July 30. I want to encourage you, Mt. Tabor residents, to let your opinions be known to the Charter Committee. You can sign up to participate, or be on a mailing list for updates, by calling Janet Whitfield, Committee Administrator, at 221-1646 extension 352. I really encourage you to do this --our region has a lot at stake.

In November it will be up to you to vote for or against the Charter. The duties of Metro, and how they are to be carried out, will be in your hands.

Walk of the Heroines
By: Tanya Collier

Let me tell you about a journey that I could never have made alone. It took thousands of people over at least two centuries to lay the ground work that enabled me to add my little piece to it. It's the story of a quest –that others who come after us might have a brighter future.

College was a word that was never mentioned to me as I grew up in the 1950s and 1960s in a southeast Portland lower middle class family. My mother did not finish high school and it was her dream that I would do so and, thus, be well educated –for a girl. I did. Then I married at eighteen, had my first child at nineteen and my second at twenty-two. Just as I was expected to do.

Even though there was a long historical continuum of women trying to improve their lot in life, by the mid-twentieth century the role of women was pretty well cemented. Then a wonderful thing happened; the next phase of an ongoing cultural revolution began. As the feminist movement slowly unfolded, it dawned on me that I could actually become something in addition to a wife and mother.

Although I had to get a divorce to do it, I went back to school at age twenty-six, starting at Clackamas Community College. I graduated and went on to Portland State University and earned my Bachelor's Degree in Political Science.

I remarried –Greg Hartman–a man who encouraged me to be all I could be. He even let me keep my own name, something that women didn't have an automatic right to do in 1979. I ran for the state legislature and lost. It dawned on me that elective office might not be the only, or best, or the surest way to either earn a living or make my mark. I went back to Portland State again and got my Master's Degree in Public Administration. I was awarded the degree the same day my son graduated from eighth grade. Public Administration was exactly the right place for me and the degree increased my confidence, meant I was taken seriously, and made me brave enough to try, and succeed, at things that my mother would never have dreamed possible.

As this was going on for me personally, women from Portland and the Willamette Valley formed the Oregon Women's Political Caucus. It wasn't long before it went statewide. The purpose of the Caucus was to achieve equal rights for women by increasing the number of women serving in elective office. Women were making fifty-nine cents for every dollar a man earned. Abortion, now known as "a woman's right to choose" was neither universally available nor legal. We felt that, if we could only elect more women to office, we could change the laws that bifurcated men and women's rights. The actual words of the Equal Rights Amendment were: *Equality of rights under the law shall not be denied or abridged by the United States or by any state on account of sex.*

In 1982 I marched from the North Park Blocks to Terry Schrunk Plaza in support of the Equal Rights Amendment. My grandmother was right beside me. She said "Tanya, I won't see it in my lifetime but you might in yours". She was eighty-one years old. Well, I won't see it in my lifetime either; nevertheless, progress was, and continues to be, made.

We started seeing a large variety of occupations becoming open to women. More women became lawyers and the women lawyers became judges. More and more women started serving at every level of elective office making laws more friendly to women. I was able to lobby for Multnomah County *and* be a Labor Representative for registered nurses *and* improve their wages, hours and working conditions. I was elected to the Metro Regional Government and served seven years. I was twice elected Multnomah County Commissioner. All of these jobs allowed me to make real contributions, not only for women –but, for the whole community.

The children are raised now and have five children of their own. That is why I'm telling this story. Someday maybe my grandchildren will take the Walk of the Heroines, read the stories written here and be motivated to be all they can be. And it will have come to be, in part, because my generation marched, worked for change and created possibilities for women that never before existed. I want to encourage them to join their own revolution, however it may present itself, and to become all that they can be. It happens one small step at a time.