



Memo

METROPOLITAN SERVICE DISTRICT 527 S.W. HALL ST., PORTLAND, OREGON 97201 503 221-1646
Providing Zoo, Transportation, Solid Waste and other Regional Services

Date: January 3, 1984

To: Bruce Etlinger, Metro Councilor

From: Cindy Banzer, Presiding Officer

Regarding: Per Diem Authorization for Tri-Met Special Needs
Committee Meetings

This is in response to your letter of December 30, 1983 requesting per diem authorization for representing Metro on Tri-Met's Special Needs Transportation Advisory Committee.

These meetings are appropriate and are authorized as acceptable for submission for per diem expenses. You should use your own per diem account rather than the general Council account.

I appreciate your willingness to serve on the Committee and wish you success in tackling the difficult issues facing the Committee.

CB:rb:tj



METROPOLITAN SERVICE DISTRICT

Providing Zoo, Transportation, Solid Waste and
other Regional Services

January 5, 1983

Rick Gustafson
Executive Officer

Metro Council

Cindy Banzer
Presiding Officer
District 9

Bob Oleson
Deputy Presiding
Officer
District 1

Richard Waker
District 2

Charlie Williamson
District 3

Corky Kirkpatrick
District 4

Jack Deines
District 5

George Van Bergen
District 6

Sharron Kelley
District 7

Ernie Bonner
District 8

Bruce Etlinger
District 10

Marge Kafoury
District 11

Gary Hansen
District 12

527 SW Hall St.
Portland, OR
97201
503/221-1646

Barbara Vanselow
Program Chairperson
Junior League of Portland
7725 S.E. Reed College Place
Portland, OR 97202

Dear Barbara:

Thank you for your letter of December 29th regarding
the Junior League meeting on January 11th.

Enclosed is a copy of my resume and brochure which
briefly highlights Metro's activities.

During the past 5 years, I have been a member of the
elected Metro Council and have served as its presiding
officer for the last 2 years. My re-election as Council
chairman was unprecedented. During tenure as chairman
of the Council, I have also served on the Boards of
Metropolitan Family Services (as President), Associates
of Good Samaritan Hospital, United Way, Loaves & Fishes,
and Junior League of Portland.

My current placement with the League is on the
Membership Committee and as a Provisional Assistant.
My term of office with Metro expires at the end of this
year and, rather than running for re-election, I am
running for the position of State Representative in
House District #15, which covers Mt. Tabor and Laurel-
hurst neighborhoods.

My husband is Clem Lausberg and we have 2 sons -
McKean, 7, and Eric, 4.

I am looking forward to the January 11th meeting.
Thank you for asking me.

Sincerely,

Cindy
Cindy Banzer

enclosures



METROPOLITAN SERVICE DISTRICT
527 SW HALL ST. PORTLAND, OR. 97201 503/221-1646

January 6, 1984

Cindy Banzer
COUNCILOR
DISTRICT 9

Commissioner Mildred Schwab
City Hall, Room 311
City of Portland
1220 S.W. 5th Avenue
Portland, OR 97204

Dear Mildred:

Several months ago the City Council discussed the bus route along S.E. 60th and possible adverse impacts on the homes along that route.

You suggested that the task force that was established look at re-routing part of the bus-line as one of the ways to mitigate the impact. What is the status of that effort?

I have had the poortunity to see the physical damage that Marge Brickey and Karen Lewis are concerned about. It is sobering.

The residents along 60th made several worthwhile suggestions, including requiring that mini-buses be used.

Please let me know the status of this issue. Any assistance you can bring to the residents on 60th would be greatly appreciated.

Thank you for your attention to this matter.

Sincerely,

Cindy
Cindy Banzer
Councilor
District 9

CB:tj

RES: 7017 S.E. PINE / PORTLAND, OR 97215 / 253-2915



METROPOLITAN SERVICE DISTRICT
527 SW HALL ST. PORTLAND, OR. 97201 503/221-1646

January 6, 1984

Cindy Banzer
COUNCILOR
DISTRICT 9

Commissioner Mike Lindberg
City Hall, Room 414
City of Portland
1220 S.W. 5th Avenue
Portland, OR 97204

Dear Mike:

Several months ago the City Council discussed the bus route along S.E. 60th and possible adverse impacts on the homes along that route.

You suggested that a task force be established to look at ways to mitigate the impact. What is the status of that effort?

I have had the opportunity to see the physical damage that Marge Brickey and Karen Lewis are concerned about. It is sobering.

The residents along 60th made several worthwhile suggestions, including requiring that mini-buses be used.

Please let me know the status of this issue. Any assistance you can bring to the residents on 60th would be greatly appreciated.

Thank you for your attention to this matter.

Sincerely,

Cindy Banzer
Cindy Banzer
Council
District 9

cc: Ethan Seltzer

CB:tj

RES: 7017 S.E. PINE / PORTLAND, OR 97215 / 253-2915

WOMEN AFFECTING PUBLIC POLICY
JUNIOR LEAGUE OF PORTLAND
JANUARY 11, 1984

I WAS DELIGHTED WHEN ASKED TO SHARE WITH YOU SOME OF MY THOUGHTS ON POLITICS--A CAPTIVE AUDIENCE OF MY VERY OWN IS EVERY POLITICIANS DREAM!

WHILE YOU MAY THINK THAT ONCE YOU BECOME AN ELECTED OFFICIAL, EVERYONE WILL LISTEN TO YOU--THE FACT IS--THE OPPOSITE IS TRUE!

AFTER LISTENING TO YOUR COLLEAGUES, THE STAFF, CONSTITUTENTS, REPRESENTATIVES OF SPECIAL INTERESTS, GENERAL AUDIENCE COMMENTS, THERE NEVER SEEMS TO BE ANY TIME LEFT FOR YOU TO TALK!

SO, LET ME TAKE ADVANTAGE OF THE NEXT FEW MINUTES TO SHARE WITH YOU SOME OF MY THOUGHTS AND OBSERVATIONS ABOUT BEING A PUBLIC POLICY-MAKER AND A POLITICIAN.

LET ME COMMENT FIRST ON YOUR WISDOM IN BECOMING A PROVISIONAL MEMBER OF THE JUNIOR LEAGUE OF PORTLAND. WHETHER YOU HAVE A BUDDING CAREER OR ARE TAKING TIME OFF TO BE A MOTHER AND HOMEMAKER, THE JUNIOR LEAGUE OF PORTLAND OFFERS YOU AN EXCELLENT OPPORTUNITY TO MEET NEW FRIENDS, TO DEVELOP AND ENHANCE PERSONAL SKILLS AND TO MAKE A CONTRIBUTION TO OUR COMMUNITY.

ALLOW ME A SHORT EDITORIAL COMMENT--

I HAVE ALWAYS BELIEVED THAT IF EACH OF US GAVE A FEW HOURS OF OUR TIME EVERY MONTH TO HELP OTHERS WE WOULD HAVE FAR LESS GOVERNMENT.

NOT ONLY DOES THE JUNIOR LEAGUE MAKE A VALUABLE CONTRIBUTION TO OUR COMMUNITY, BUT IT ALSO PROVIDES YOU WITH A TREMENDOUS NETWORK OF WOMEN TO RELY UPON. THE ORGANIZATION IS SUPPORTIVE, NURTURING, AND FOSTERS PERSONAL GROWTH.

YOU WILL GET AS MUCH OUT OF THIS ORGANIZATION AS YOU ARE WILLING TO PUT INTO IT.

THAT, OF COURSE, IS A TRUISM THAT TRANSCENDS ACROSS ALL OF OUR ENDEAVORS AND ALL OCCUPATIONAL AREAS.

WE MUST MAKE CHOICES AS TO WHAT END WE WISH TO DEVOTE OUR LIFE--FOR SOME OF US THAT CHOICE IS PUBLIC SERVICE.

IN 1969 I GRADUATED FROM OREGON STATE UNIVERSITY AS A POLITICAL SCIENCE MAJOR.

BECAUSE I HAD BEEN ACTIVE IN STUDENT GOVERNMENT AND STUDENT ACTIVITIES AT OREGON STATE AND ENJOYED THOSE ACTIVITIES, I WAS CONVINCED THAT I WANTED TO "DEVOTE MY LIFE TO MAKING LIFE BETTER FOR OTHERS"!

SOUND ALTRUISTIC? REMEMBER--THOSE WERE THE DAYS WHEN WE THOUGHT GOVERNMENT, AND PARTICULARLY THE FEDERAL GOVERNMENT, COULD SOLVE ALL OF OUR PROBLEMS. AFTER ALL, WE WENT TO THE MOON--SURELY WE COULD ERADICATE POVERTY AND EDUCATE ALL AMERICANS. IN FACT, THEODORE WHITE, IN HIS BOOK, AMERICA IN SEARCH OF ITSELF, NOTES THAT DURING THE 60s WE TOOK THE "VENDING MACHINE APPROACH TO SOCIAL CHANGE"--THAT IS, WE WOULD PUT MONEY INTO A PROGRAM AND OUT WOULD COME SOCIAL CHANGE. WE ALL KNOW THAT DID NOT WORK AS ANTICIPATED!

ACTUALLY, I HAD FEW CAREER CHOICES. WHILE MOST OF MY MALE PEERS IN POLY SCI WERE GOING ON TO LAW SCHOOL, LESS THAN TWO PERCENT OF THE LAW SCHOOL ENROLLEES WERE WOMEN. AND, THERE WERE VIRTUALLY NO WOMEN IN MBA PROGRAMS.

GOVERNMENT, HOWEVER, DID OFFER WOMEN CAREER OPPORTUNITIES.

WHAT IS IMPORTANT TO SHARE WITH YOU TONIGHT FROM MY TEN YEARS OF PROFESSIONAL EXPERIENCE IN PUBLIC ADMINISTRATION AND FINANCE, AND FROM MY SIX YEARS AS AN ELECTED POLICY-MAKER, ARE THE PRINCIPLES THAT I HAVE LEARNED ON HOW, AS A WOMAN, TO BECOME AN EFFECTIVE PUBLIC POLICY-MAKER.

WHAT IS "POLICY-MAKING"? IT IS MAKING A DECISION THAT AFFECTS OTHERS LIVES, OTHERS LIVELIHOOD--WHETHER IN THE PRIVATE OR PUBLIC SECTOR.

MAKING JOBS, TAKING AWAY JOBS, PROVIDING SERVICES,
ELIMINATING SERVICES, PUTTING ON OR TAKING OFF BUSES ON YOUR STREET,
KEEPING THE LIBRARY OPEN FROM 8:00 A.M. TO 5:00 P.M. OR FROM NOON
TIL 9:00 P.M.; HAVING YEAR-AROUND SCHOOLS OR A SEPTEMBER TO JUNE
SCHOOL YEAR--ALL OF THESE ARE POLICIES.

DECISIONS ARE BEING MADE EVERY DAY THAT AFFECT YOU.

WHY SHOULD YOU TRY TO AFFECT PUBLIC POLICY? FIRST, IT
DOES GIVE YOU A SENSE OF SATISFACTION TO BE INVOLVED IN MAKING
DECISIONS THAT AFFECT OUR LOCAL COMMUNITY, OUR STATE, AND OUR
NATION. SECOND, WOMEN CAN MAKE THESE DECISIONS AS WELL OR EVEN
BETTER THAN MEN.

REMEMBER, MASSIVE NUMBERS OF MEN GO INTO ENTRY LEVEL
POSITIONS AND VERY FEW MEN MAKE IT TO THE TOP--VERY FEW BECOME MAJOR
POLICY-MAKERS.

AS WOMEN ENTER INTO THE WORK FORCE IN SIMILAR NUMBERS,
MORE AND MORE WILL SAY "I WANT TO ACHIEVE THAT NEXT PROMOTIONAL
LEVEL" AND "HERE'S WHAT I HAVE TO DO TO GET THERE."

BECOMING PART OF THE DECISION-MAKING STRUCTURE IS BEING
WILLING TO DO WHAT HAS TO BE DONE TO GET FROM A TO Z.

EXAMPLE: SEVERAL WEEKS AGO I HAD LUNCH WITH DIANE PERRY, MANAGER OF GOVERNMENT AFFAIRS FOR CROWN ZELLERBACH. SHE IS 36 YEARS OLD, VERY ATTRACTIVE, HAPPILY MARRIED WITH TWO TEENAGE CHILDREN--A FASCINATING WOMAN WHO HAS HAD AN INCREDIBLE CAREER IN THE WOOD PRODUCTS INDUSTRY--SHE STARTED IN LOUISIANA WHERE SHE WAS THE FIRST WOMAN LOBBYIST WITH THE LOUISIANA LEGISLATURE.

BECAUSE SHE WAS NOT PART OF THE "OLD BOY" NETWORK, SHE HAD TO KNOW HER FACTS BACKWARDS AND FORWARD. LITTLE BY LITTLE, SHE BEGAN TO MAKE INROADS--SOLELY BECAUSE SHE HAD MORE INFORMATION THAN THE PEOPLE AROUND HER. THIS WOMAN RAN A LOGGING OPERATION ON THE OLYMPIC PENINSULA UP UNTIL LAST YEAR. BECAUSE OF THE RECESSION, SHE MADE THE DECISION TO SHUT DOWN THE OPERATION--MAKING THE COMMUNITY A VIRTUAL GHOST TOWN. IT WAS EXCITING TO TALK WITH THIS VERY INTELLIGENT, CAPABLE WOMAN.

AS THE AFTERNOON WORE ON, AND MORE WINE WAS CONSUMED, WE DISCUSSED SPECIFIC MANNERISMS WHICH WE BOTH, CONSCIOUSLY OR UNCONSCIOUSLY, HAD ADOPTED IN PURSUIT OF OUR OWN CAREER ADVANCEMENT:

CLOTHING WAS A MAJOR TOPIC. HERE ARE THE PRINCIPLES
TO FOLLOW:

- SHOW NO FLESH (I.E., LONG SLEEVED SHIRTS AND
BLOUSES, ALWAYS WEAR A JACKET)
- NO OPEN-TOED SHOES
- NO DANGLING EARRINGS
- NO PERFUME
- STASH YOUR PURSE WHEREVER YOU CAN AND ALWAYS
HAVE A LEATHER BRIEFCASE
- GIVE EXAMPLE OF MARGARET THATCHER CARRYING HER
PURSE IN WILLIAMSBURG

CONTRARY TO THE PRIVATE SECTOR, WOMEN HAVE A UNIQUE
OPPORTUNITY TO VERY QUICKLY WORK INTO SIGNIFICANT PUBLIC POLICY
POSITIONS. PART-TIME POLITICAL JOBS ALLOW THE FLEXIBILITY TO BE A
MOTHER WITH YOUNG CHILDREN AND STILL CARRY OUT OFFICIAL DUTIES.
THESE ENTRY LEVEL POSITIONS GIVE YOU THE SKILLS AND EXPERIENCE TO GO
ON TO HIGHER ELECTED OFFICE, IF YOU ARE SO INCLINED.

WHEN YOU GO THIS ROUTE, I CAN ASSURE YOU THAT IT IS HARD TO GET A "BIG HEAD"--A GLORIFIED IDEA OF YOUR SELF-IMPORTANCE--FOR YOU STILL HAVE TO GO HOME AND CHANGE THE BABY'S DIRTY DIAPERS; WHEN YOU ARE HAVING A PHONE INTERVIEW WITH A NEWSPAPER REPORTER AND THE BABY STARTS CRYING, OR A RECENT PRESS CONFERENCE DOWNTOWN WITH IVANCIE AND ILIFF--MY YOUNGEST, ERIC, WOULD NORMALLY STAND WITH A STAFF PERSON. NOT THIS TIME--WITH FOUR TV CAMERAS THERE HE PROCEEDED TO CLIMB UP MY LEGS AND THROW HIS ARMS AROUND MY NECK--CLINGING TIGHTLY. WHAT DO YOU DO?

BEING AN ELECTED PUBLIC POLICY-MAKER IS REALLY TWO JOBS--ONE, GETTING ELECTED, AND, TWO, BEING THE ELECTED OFFICIAL.

RUNNING A CAMPAIGN IS A LOT OF HARD PHYSICAL WORK. IN 1978, MY HUSBAND, SISTER AND I, ALONG WITH OUR CAMPAIGN VOLUNTEERS, KNOCKED ON THE DOORS OF 147,000 PEOPLE ON THE EAST SIDE OF PORTLAND. WE ALSO HAD TO ASK OUR FRIENDS FOR MONEY, AND FOR WHATEVER VOLUNTEER HELP WE COULD GET OUT OF THEM. NOT VERY GLAMOROUS!

AND PARTICULARLY FOR A JOB, IN MY CASE, THAT PAYS \$180 PER MONTH!

SO WHY DO IT? THE FACT IS--IT IS AN OPPORTUNITY TO BE A POLICY-MAKER AND IT CAN BE USED AS A STEPPING STONE FOR A POLITICAL CAREER.

ONCE ELECTED, YOU START ALL OVER AGAIN. WHEN I FIRST WENT ON THE METROPOLITAN SERVICE DISTRICT COUNCIL, I KNEW EVERYONE WOULD ACQUIESCE TO MY WAY OF THINKING BECAUSE I, OF COURSE, HAD ALL OF THIS TREMENDOUS BACKGROUND--RIGHT? WRONG!

YOUR MOTIVES ARE SUDDENLY SUSPECT--FOR AFTER ALL YOU ARE A POLITICIAN. NO ONE LISTENS TO YOU--FOR AFTER ALL YOU ARE JUST A POLITICAL HACK--LET THE TECHNICIANS AND PROFESSIONALS DECIDE!

FOR AWHILE I SPOKE OUT WITH GREAT PASSION--"THIS IS THE RIGHT WAY OR WRONG WAY TO APPROACH THIS PROBLEM."

THAT GOT ME NOWHERE. SO I CLOSED MY MOUTH AND STARTED LISTENING--TO MY COLLEAGUES.

I WAS SUPPORTIVE, I WAS HELPFUL: I WOULD SECOND THE MOTIONS THAT THEY WOULD MAKE IN MEETINGS, I WENT TO BAT FOR THEM WHEN EVERYONE ELSE THOUGHT THEY WERE OUT IN LEFT FIELD.

RESULT--PERSONAL FRIENDSHIPS AND LOYALTIES DEVELOPED THAT COULD NOT BE SHAKEN. MY TIMING TO RUN FOR THE COUNCIL CHAIR WAS PERFECT--IN A NUMBER OF RESPECTS. THAT PARTICULAR YEAR I KNEW I HAD MY SEVEN VOTES--THEY WERE FIRM AND THEY WOULD HOLD.

THE DAY I FORMALLY TOOK OFFICE AS THE PRESIDING OFFICER OF THE COUNCIL WAS THE DAY I WAS INFORMED THAT METRO HAD A TERRIBLY TANGLED ACCOUNTING SYSTEM AND SEVERE BUDGET PROBLEMS.

TO ME, PROPER HANDLING OF THE PUBLIC'S MONEY IS THE BREAD AND BUTTER OF PUBLIC SERVICE--SO I ANGUISHED AT MY OUTRAGE AT THE PEOPLE RESPONSIBLE AND, CONCURRENTLY, MY DESIRE NOT TO MAKE THE SITUATION ANY WORSE THAN IT WAS.

BUT, FROM CRISIS COMES OPPORTUNITY. WITH THE SUPPORT OF MY COLLEAGUES, WE FORGED AHEAD--FINDING SOLUTIONS.

WORKING WITH THE MEDIA WAS AN INVALUABLE EXPERIENCE FOR ME. I LEARNED MUCH ABOUT MAKING PUBLIC STATEMENTS WHILE UNDER GREAT STRESS AND TENSION.

THIS STARTED THE BALL ROLLING--THE COUNCIL FIRMLY ESTABLISHED THEMSELVES AS BEING IN CHARGE. AND I GAINED THE REPUTATION AS BEING "ONE TOUGH COOKIE" WHO TACKLED CONTROVERSIAL PROBLEMS AND GOT RESULTS.

WITH GUSTO, I PUT IN 40 TO 60 HOURS PER WEEK AS THE METRO COUNCIL PRESIDING OFFICER.

LAST YEAR I WAS ELECTED TO AN UNPRECEDENTED SECOND TERM AS THE COUNCIL CHAIR, WHICH WAS A PERSONAL TRIUMPH.

BY THIS TIME, IT WAS BECOMING FUN--LIKE A GAME!

"CAN I DO IT? HOW CAN I ACHIEVE IT"--WERE THE QUESTIONS THAT I WOULD ASK. I DID NOT LOSE AN ISSUE--BIG OR LITTLE--THIS YEAR. WHY? I KNEW WHEN TO PUSH, WHEN TO LET UP--I LISTENED, REALLY LISTENED, TO MY COLLEAGUES AND MADE SURE I UNDERSTOOD WHAT THEIR POSITION REALLY WAS ON AN ISSUE. I ALWAYS HAD MY VOTES COUNTED BEFORE I WENT INTO A MEETING.

GRUELLING? YES! WHAT ARE THE TRADE-OFFS? PLENTY--I PLAY A LOUSY GAME OF TENNIS, I SELDOM GO TO LUNCH WITH MY PERSONAL FRIENDS, AND I CAN'T EVEN BE A "MOTHER HELPER" AT PRESCHOOL!--TOO BAD!

WE KNOW FROM THE HIGH DIVORCE RATE THAT MARRIAGES TODAY ARE VERY VULNERABLE TO FAILURE. RELATIONSHIPS WITH A SPOUSE WHO IS A POLITICIAN ARE UNDER AN EVEN GREATER BURDEN.

THE ELECTED OFFICIAL BECOMES THE COMMUNITY'S PROPERTY--THE PHONE RINGS FROM 7:30 A.M. TIL MIDNIGHT.

I SHOP AT KIENOW'S AND I AM VERY SENSITIVE NOT TO GO THERE WITH MY HAIR WET OR IN A GROUCHY MOOD OR TO LET MY CHILDREN RUN WILD--FOR I AM ALWAYS BEING WATCHED.

I KNEW I HAD CROSSED INTO THE THRESHOLD OF "LIVING IN A FISH BOWL" WHEN BEFORE CHRISTMAS, WHILE CHAIRING A COUNCIL MEETING, MY CAR WAS BROKEN INTO AND MY CHRISTMAS PACKAGES AND BRIEF CASE WERE STOLEN.

THE NEXT DAY I RECEIVED PHONE CALLS FROM FRIENDS JIVING ME ABOUT "BANZER, YOU'LL DO ANYTHING FOR PUBLICITY"!

"HUH?" WAS MY REACTION. WELL, APPARENTLY SOME NEWSPAPER REPORTER HAD PICKED UP THE INFORMATION FROM A ROUTINE POLICE REPORT AND WROTE A FUNNY LITTLE STORY ABOUT THE ROBBERY.

THE INCIDENT WAS ALSO CARRIED ON SEVERAL RADIO STATIONS.

WHEN DID THE FACT THAT I GOT RIPPED OFF BECOME NEWSWORTHY? IT MADE ME SOBERLY REALIZE THAT WOE BE UNTO ME IF I WERE TO COMMIT ANY TRANSGRESSIONS!

MY WORDS AND ACTIONS ARE WEIGHED AND REPEATED. I AM FAIR GAME FOR THE GOSSIP MILL. THIS LACK OF PRIVACY DOES TAKE ITS TOLL.

IT IS CRITICAL TO HAVE A SUPPORTIVE SPOUSE--ONE WHO IS THERE TO PROVIDE A RELEASE FROM THE TENSION, ONE WHO WILLINGLY SHARES CHILD CARE AND HOUSE CHORES, AND ONE WHO IS WILLING TO PROVIDE THE MAIN FINANCIAL BASE UNTIL YOU GET INTO A POSITION WITH A SALARY.

THERE ARE THREE VARIEITES OF POLITICAL SPOUSES:

- SUPPORTIVE
- NEUTRAL
- RESENTFUL

OBVIOUSLY, IT IS ESSENTIAL TO HAVE A SUPPORTIVE,
NON-THREATENED SPOUSE IF YOU WOULD LIKE TO STAY IN THE POLITICAL
ARENA.

MANAGING A HOME, PERSONAL RELATIONSHIPS AND POLITICS IS
CHALLENGING AND CONSTANTLY INVOLVES TRADE-OFFS.

WHAT IS THE REWARD? EXPERIENCES THAT AT AGE 36 YEARS I
COULD NOT GET ELSEWHERE.

WHAT OTHER JOB COULD I HAVE AT 36 WHERE PRESIDENTS OF
BANKS AND LARGE CORPORATIONS AND HEADS OF GOVERNMENTS RETURN MY
PHONE CALLS? THAT IS CALLED ACCESS.

WHERE ELSE COULD I HAVE SUCH BROAD BASED EXPERIENCES?

WHERE ELSE COULD I HAVE SUCH "POWER"!

PEOPLE DEFER TO YOU, PEOPLE FLATTER YOU, YOUR
RELATIONSHIPS WITH OTHERS CHANGE. YOU CAN TREAT PEOPLE
DIFFERENTLY--FOR EXAMPLE, YOU CAN TELL THE HANDSOME 25-YEAR-OLD MALE
STAFF PERSON WHO IS REPRESENTING THE STAFF ON A COLLECTIVE
BARGAINING ISSUE, "WHY, DOUG, YOU ARE SO CUTE, ANYTHING YOU WANT IS
JUST FINE WITH ME"! OUTRAGEOUS, OF COURSE--CERTAINLY IT IS A
TURNING OF THE TABLES. THAT STAFF PERSON ALSO KNOWS THAT I WILL
JUST AS QUICKLY ELIMINATE HIS POSITION FROM THE BUDGET IF NEED BE.

PROPER AND EFFECTIVE USE OF POWER REQUIRES PRACTICE AND ELLEN GOODMAN, NOTED NATIONAL COLUMNIST, HAS DISCUSSED THE ISSUE OF "WOMEN AND POWER"--OF HOW WE SHY AWAY FROM REFERRING TO OURSELVES AS "POWERFUL"--IT IS UNFEMININE.

KNOWING THAT THE STAKES ARE HIGH AND IF YOU ARE GOING TO PLAY THE GAME FOR KEEPS, YOU NEED TO CONCLUSIVELY SHOW THAT YOU ARE A FORCE TO BE RECKONED WITH HAS HELPED WOMEN ELECTED OFFICIALS TO OVERCOME THIS IN-BRED RELUCTANCE.

BUT, ALAS, POWER IS FLEETING--HERE TODAY AND GONE TOMORROW. ONE'S POWER REMAINS ONLY SO LONG AS YOU HAVE, IN MY CASE, SEVEN VOTES OR A MAJORITY TO SUSTAIN YOUR POSITION.

IF YOU LOOK AT WOMEN IN PUBLIC POLICY FROM A HISTORICAL CONTEXT, YOU WILL FIND TODAY THAT MORE WOMEN THAN EVER BEFORE ARE INVOLVED IN SETTING POLICY.

PEOPLE IN THE JUNIOR LEAGUE CAN BE EXCEPTIONALLY EFFECTIVE IN THE POLICY-MAKING PROCESS. YOU CAN AND ARE GOING BEYOND THE TRADITIONAL DEFINITION OF "VOLUNTEERISM." TRADITIONALLY, THE IMAGE OF VOLUNTEERISM HAS BEEN ONE THAT IS PASSIVE AND/OR PROVIDES SUPPORT SERVICES.

RECENTLY, THERE HAS BEEN A MAJOR EFFORT BY THIS LEAGUE TO EXPAND AND CHANGE THAT DIRECTION.

THIS MEANS THAT WOMEN WILL BE HELPING TO DEFINE WHAT THE NEED IN THE COMMUNITY IS AS OPPOSED TO FULFILLING THE ROLE AND THE NEED THAT HAS BEEN DETERMINED BY MEN.

SOME EXAMPLES OF JUNIOR LEAGUE MEMBERS WHO HAVE REACHED THE POSITIONS OF POLICY-MAKERS AND/OR SIGNIFICANTLY INFLUENCED POLICY INCLUDE:

JOAN SMITH, PRESIDENT, PORTLAND PLANNING COMMISSION

GIN FERRIDAY, HISTORICAL PRESERVATION

PHYLISS PROPPE, EXECUTIVE DIRECTOR OF VOLUNTEER BUREAU

KAREN BELDING, STAFF ASSISTANT IN SENATOR PACKWOOD'S OFFICE

PEGGY WOOD, FIRST WOMAN ON THE MAC CLUB BOARD

SUE FINDLAY)

PEGGY HARRIS) CHILD ABUSE HOTLINE

WE, AS WOMEN, ARE MAKING INROADS INTO THE POLICY-MAKING PROCESS.

ACCEPT THIS AS A REALITY. TAKE ADVANTAGE OF IT. BE EVERYTHING YOU CAN BE.

YOUR ATTITUDES ARE CRITICAL:

ASSUME YOU ARE BEING TREATED EQUALLY. YOU DON'T WIN POINTS BY NOTING HOW BADLY YOU ARE BEING ABUSED.

YOU CANNOT WORK JUST WITH WOMEN; YOU HAVE TO LEARN TO WORK WITH MEN. EXAMPLES OF WOMEN WHO HAVE BEEN EFFECTIVE AT THIS INCLUDE PAULINE ANDERSON, THE FIRST FEMALE PRESIDENT OF THE CITY CLUB, AND RUTH MCFARLAND, FOR A TIME THE ONLY FEMALE SENATOR IN THE STATE SENATE.

PERHAPS THE MAJOR SHORTCOMING I HAVE OBSERVED IN WOMEN IS A LACK OF BREVITY AND SUCCINCTNESS IN THEIR STATEMENTS. WOMEN MUST LEARN NOT TO PERSONALIZE DIFFERING VIEWS ON ISSUES--LEARN THE TEAM APPROACH.

WOMEN CAN BE EXTREMELY EFFECTIVE AS CONSENSUS BUILDERS, BECAUSE WOMEN ARE VERY GOOD LISTENERS.

WOMEN WHO LOSE THEIR EMOTIONAL COOL AND CRY LOSE THEIR EFFECTIVENESS, OF COURSE, MEN CAN BE JUST AS EMOTIONAL AS WOMEN AND YOU WILL FIND THAT THOSE MEN WHO DO LOSE THEIR TEMPER ARE NOT VERY EFFECTIVE IN THE LONG RUN.

IT REALLY COMES DOWN TO A MATTER OF NEUTERING YOUR EMOTIONS IN PUBLIC AND IN YOUR DEALINGS WITH YOUR COLLEAGUES.

YOU MUST LEARN TO EXPRESS YOUR EMOTIONS WITHOUT LOSING CONTROL.

YOU SHOULD BE ABLE TO COMMAND PRESENCE AND EXHIBIT EMPATHY, SYMPATHY, GENIUNE CONCERN AND INTEREST IN OTHER PEOPLE.

YOU MUST HAVE A SENSE OF RESPECT FOR OTHERS--HONESTY, INTEGRITY, DEDICATION, AND COMMITMENT TO YOUR PURPOSE.

EMPATHY, WHICH IS THE UNDERSTANDING OF THE OTHER PERSON'S POINT OF VIEW AND THEIR ROLE, IS EXTREMELY IMPORTANT. YOU MUST THINK OF THE OTHER PERSON'S FEELINGS. DO USE GENTLENESS. DON'T EMBARRASS THAT PERSON OR MAKE THEM DEFENSIVE. DON'T EVER REVERSE YOUR POSITION ON AN ISSUE WITHOUT FIRST INFORMING THE PERSON WHO IS COUNTING ON YOU TO HOLD TOUGH.

BEING EFFECTIVE IN POLITICS, LIKE ANY ORGANIZATION, IS REALLY PLAYING A LISTENING GAME. HEAR WHAT YOUR COLLEAGUES AND THE VOTERS ARE SAYING. PUT THE ISSUE IN A LARGER CONTEXT. IDENTIFY THE MUTUAL PURPOSE THAT YOU CAN ALL AIM FOR AND CAN SHARE.

JUNIOR LEAGUE MEMBERS HAVE TREMENDOUS OPPORTUNITIES THAT OTHERS DO NOT HAVE TO INFLUENCE PUBLIC POLICY. YOU ARE ALL WELL EDUCATED, YOU ARE WELL PLACED ECONOMICALLY, AND YOUR SUPPORT AS INDIVIDUALS AND AS AN ORGANIZATION IS ALWAYS BEING SOUGHT.

FIVE PRINCIPLES THAT HAVE HELPED MAKE ME A BETTER PUBLIC
POLICY-MAKER INCLUDE:

1. DEVELOP HUMAN RELATIONSHIP SKILLS AND BE A TEAM
PLAYER--AS WELL AS BEING ABLE TO ANALYSE POLICIES AND
READ BUDGETS.
2. DO YOUR HOMEWORK--READ THE MATERIAL, TALK ABOUT THE
ISSUES, BECOME FAMILIAR WITH THE PROS AND CONS, FIND
OUT THE POLITICAL RAMIFICATIONS OF ANY GIVEN DECISION.
3. RESPECT YOUR COLLEAGUES--LISTEN WELL, FIND THE GOOD
SIDE OF A PERSON, RESPECT THEIR RIGHT TO HAVE
DIFFERENT OPINIONS.
4. WORK WITH ALL MEN AND WOMEN, EVEN THOUGH YOU HAVE
DIFFERING BACKGROUNDS:
 - ASSERT YOURSELF WITHOUT BEING OVERLY AGGRESSIVE
AND/OR TOO PASSIVE;
 - PICK WINNERS AND KNOW WHAT YOU ARE TALKING ABOUT.
 - DO NOT BE A "GADFLY."
 - SUBVERT YOUR SEXUALITY, AS WE ARE PEOPLE FIRST
AND MEN AND WOMEN SECONDLY.

5. FINALLY, HAVE FUN! DON'T TAKE YOURSELF TOO SERIOUSLY. WILL YOUR LIFE REALLY CHANGE TOMORROW IF THIS ISSUE GOES THE WRONG WAY? CAN YOU HANDLE THE BOTTOM LINE? YOU HAVE TO LAUGH AT THE SUBTLETIES THAT OCCUR IN THIS BUSINESS. TAKE YOUR JOB SERIOUSLY, BUT DON'T TAKE YOURSELF TOO SERIOUSLY.

THANK YOU!

0542C/D2

MISCELLANEOUS COMMENTS:

1. TREAT PEOPLE AS EQUALS, NO BETTER OR NO WORSE THAN THE PEOPLE YOU ARE WORKING WITH. YOU ALL HAVE A PAST HISTORY. WE ALL HAVE A VOTE. DON'T LORD IT OVER PEOPLE. DON'T ALLOW SELF TO BECOME SUBSERVIENT TO ANOTHER. IF YOU ARE THE TYPE THAT LORD IT OVER SOME PEOPLE, YOU ARE LIKELY TO BE THE TYPE THAT WOULD ALSO BE SUBSERVIENT TO ANOTHER.
2. DON'T BELIEVE THAT THERE ARE CERTAIN THINGS THAT ONLY PROFESSIONALS CAN DO AND THAT ONLY VOLUNTEERS CAN DO. DON'T BE IN AWE OF STAFF OR YOUR COLLEAGUES, BUT YET RESPECT THEM. (EXAMPLE: I DON'T WRITE CHECKS BY MYSELF, MY HUSBAND HANDLES THAT...I HANDLE THE CHILDREN'S MEALS. TREAT PEOPLE AS EQUALS, DON'T OVERPLAY OR UNDERPLAY THE STAFF'S ROLE.)
3. EXAMPLES OF CLEM'S EXPERIENCE IN CALLING JUNIOR LEAGUE MEMBERS:
 - A. I PASSED YOUR LETTER ON TO MY HUSBAND (WHICH MEANS THAT YOU WOULD PROBABLY BE SUBSERVIENT TO THE STAFF AND THE OPINION LEADER)
 - B. I'LL TALK ABOUT IT WITH MY HUSBAND TOGETHER (WHICH MEANS THAT YOU WILL PROBABLY WORK TOGETHER WITH STAFF AND THE GROUP IN DEVELOPING A CONSENSUS)
 - C. I WILL WRITE OUT A CHECK AND SEND IT (WHICH MEANS THAT YOU ARE INDEPENDENT OF OTHERS IN A GROUP AND PROBABLY VERY ASSERTIVE). OF COURSE, THERE IS A THIN LINE BETWEEN WHAT IS YOUR'S INDIVIDUALLY AND WHAT SHOULD BE DONE JOINTLY.

THE FOURTH AREA HE FOUND WAS:

I AM GOING THROUGH A DIVORCE RIGHT NOW AND I AM NOT ABLE TO DEAL WITH THIS ISSUE!

CB/GL
0542C/D2

WOMEN AFFECTING PUBLIC POLICY

JUNIOR LEAGUE OF PORTLAND

January 11, 1984

My husband and I attend Westminster Presbyterian Church in northeast Portland, and as I listened to one of the pastors speak out on the issues of the day I marvel at how nice it must be to have a guaranteed captive audience to speak to each week--the dream of every politician!

You can imagine my excitement when I was asked to share with you some of my thoughts on politics--a captive audience of my very own!

While you may think that once you become an elected official, everyone will listen to you--the fact is--the opposite is true!

You listen to your colleagues, you listen to the staff, constituents, representatives of special interests, then general audience comments, and there is never any time for you to talk!

So, let me use the next few minutes to talk with you, to share with you some of my thoughts and observations about being a public policy-maker and a politician.

Let me comment first on your wisdom in becoming a provisional member of the Junior League of Portland. Whether you have a budding career or are taking time off to be a mother and homemaker, the

Junior League of Portland offers you an excellent opportunity to meet new friends, enhance your personal skills and make a contribution to our community.

I have always believed that if each of us gave a few hours of our time each month to help others we would have far less government--that was a short political speech.

Not only does the Junior League make a valuable contribution to our community, but it also provides you with a tremendous network of women to rely upon. The organization is supportive, nurturing, and personally growth oriented.

You will get as much out of this organization as you are willing to put into it.

That, of course, is a truism that transcends across all of our endeavors and all occupational areas.

We must make choices to what end do we wish to devote our life.

In 1969 I graduated from Oregon State University as a political science major.

Because I had been exceptionally active in student government and student activities at Oregon State, I was convinced that I wanted to "devote my life to making life better for others"!

Sound alteristic? Remember--those were the days when we

thought government, and particularly the federal government, could solve all of our problems. After all, we went to the moon--surely we could eradicate poverty and educate all Americans. (Reference to Theodore White's books, title of that book is American In Search of Itself--Vending Machine Approach to Social Change)

Perhaps, more realistically I had little choice in that while all of my male peers in poly sci were going on to law school, less than two percent of the law school enrollees were women. And, there were virtually no women in MBA programs.

Government did offer women career opportunities. I combined graduate school with working in a poverty program in Appalachia. There began my real education about the impact of government programs on people's lives.

It is an education that continues every day as I listen and observe the impact of public policy on people and on our community.

What is important to share with you tonight of my ten years of professional experience in public administration and finance, and my six years of being an elected policy-maker, are the principles that I have learned on how, as a woman, to become an effective public policy-maker.

Actually, these principles apply to both the public and private sector. Public policy differs from private policy only in the bottom line--at the realized profits.

Although you can argue that the private sector must market a good product in order for you to spend your money to purchase it, the same is similar with government--at least in Oregon. We must convince you to approve spending more of your tax money for the schools, libraries, zoo, performing arts centers.

So what is "policy-making"? It is making a decision that affects others' lives, others' livelihood--whether in the private or public sector.

Making jobs, taking away jobs, providing services, eliminating services, putting on or taking buses off your street, keeping the library open from 8:00 to 5:00 or from noon til 9:00 p.m., having year-around schools or a September to June school year--all of these are policies.

Decisions are being made every day that affect you. Your dollars are spent and decisions are made that affect you and yours. (Example of my particular cologne which is being discontinued.)

Why should you try to affect public or private policy? Well, why not? Somebody has to! You are all very bright--that is, of course, unless you choose to run against me in a political campaign!--and if you make the choice to become a policy-maker, you can achieve it.

Remember, massive numbers of men go into entry level positions and very few men make it to the top--very few become major policy-makers.

As women enter into the work force in massive numbers, more and more will say "I want to achieve that next promotional level" and "here's what I have to do to get there."

Becoming part of the decision-making structure is being willing to do what has to be done to get from A to Z.

Example: several weeks ago I had lunch with Diane Perry, manager of government affairs for Crown Zellerbach, she is 36 years old, very attractive, happily married with two teenage children--a fascinating woman who has had an incredible career in the wood products industry--she started in Louisiana where being the first woman to be a lobbyist in the Louisiana--because she was not accepted as part of the "old boy" network she had to know her facts backwards and forward. Little by little she began to make inroads solely because she knew more than the other people around her.

Continue with example: As the afternoon wore on, we discussed specific mannerisms which we both consciously or unconsciously had adopted in pursuit of our own career advancement:

Clothing

- show no flesh (i.e., long sleeved shirts and blouses, always wear a jacket)
- no open-toed shoes
- no dangling earrings
- no perfume
- stash your purse wherever you can to hide

- it and always have a leather briefcase
- laughed over Margaret Thatcher's carrying her purse in Williamsburg

Actually, women have a unique opportunity to very quickly work up into public policy positions. Part-time political jobs allow you the flexibility to be a mother with young children and still carry out your official duties.

When you go this route, I can assure you that it is hard to get a "big head"--a glorified idea of your self-importance. (Give examples of changing dirty diapers, the newspaper reporter and the crying baby, official meeting when the babysitter did not show up, and a recent press conference with Ivancie and Iliff.)

Being an elected public policy-maker is really two jobs--one, getting elected and being the elected official--the same skills are not required for those two jobs.

Running a campaign is a lot of hard physical work. In 1978, my husband, sister and I knocked on the doors of 147,000 people on the east side of Portland--January through May, and September through November. We also had to ask our friends for money, and for whatever volunteer help we could get out of them. Not very glamorous!

And particularly for a job that pays \$180 per month!

So why do it--well, why not! Someone has to!

Once elected, you start all over again. When I first went on the Metropolitan Service District Council, I knew everyone would acquiesce to my way of thinking because I, of course, had all of this tremendous background--right? wrong!

Your motives are suddenly suspect--for after all you are a politician. No one listens to you--for after all you are just a political hack--let the technicians and professionals decide!

For awhile I spoke out with great passion--this is the right way or wrong way to approach this problem.

That got me nowhere. So I closed my mouth and started listening--to my colleagues.

I was supportive, I was helpful, I would second the motions that they would make in meetings, I went to bat for them when everyone else thought they were a jerk.

Result--I developed personal friendships and loyalties that could not be shaken. My timing to run for the Council chair was perfect--in a number of respects. That particular year I knew I had my seven votes--they were firm and they would hold firm.

(Give example about fiscal crisis, working with the media, and the philosophy of "from crisis comes opportunity")

With gusto I have put in 40 to 60 hours per week on being the Metro Council Presiding Officer.

The second time around I was elected to an unprecedented second term as the Council chair.

By this time it was becoming fun--like a game--granted a bit sick but you have to get your laughs where you can in this business.

Can I do it, how can I achieve it, were the questions that I would ask. I did not lose an issue--bigger or little--this year. Why, I knew when to push, when to let up--I listened, really listened, to my colleagues and made sure I really understood what their position was on an issue. I always had my votes counted before I went into a meeting.

Gruelling? Yes! What did I give up? Plenty--I can't play tennis worth beans, I can't play tennis at all, I am a lousy tennis player, I seldom go to lunch with my personal friends, and I can't even be a "mother helper" at preschool.

What is the reward? Experiences that at age 36 I could not get elsewhere.

What other job could I have at 36 where presidents of banks and large corporations, and heads of governments return my phone calls? That is called access.

Where else could I have such a broad based experience?

Where else could I have such "power"!

People defer to you, people flatter you, your relationships with others change, you can tell the handsome 25-year-old male staff person who is representing the staff on collective bargaining issues, "you are so cute, anything you want is just fine with me"! Outrageous, of course--certainly it is a turning of the tables and in a strange way it is sort of fun!

But, alas, power is fleeting--here today and gone tomorrow. One's power remains only so long as you have seven votes to sustain your position.

If you look at women in public policy from a historical context you will find today that more women than ever before are involved in setting policy.

If you do want to be a decision-maker, here is what you need to do.

Take the broad view--not everyone has to be "an elected public official" to be involved in public policy-making.

Many of the people in Junior League can be effective in the policy-making process and they can go beyond the traditional definition of "volunteerism." Traditionally the image of

volunteerism has been one that is very passive and/or provides support services.

Recently there has been a major effort to expand and change that direction. We can accomplish some specific goals and we can get more people involved in decision-making.

This means that women will be helping to define what the need is as opposed to fulfilling the role and the need that has been decided by men.

Examples:

Joan Smith

Gin Ferriday

Phyliss Proppe

Karen Belding

Sue Findlay

Peggy Harris

Peggy Wood (first woman on the Mac Club board)

We are making inroads. Accept this as a reality. Take advantage of it. Be everything you can be. Most of all, think of men as equals.

ATTITUDES:

Assume you are being treated equally. You don't win points by noting how badly you are being abused.

You cannot just work with women, you have to learn to work with men.

Perhaps the major shortcoming that I have found that women have is a lack of brevity in their statements and in their dealings with others whether it is on an individual basis or it is in a formal meeting setting.

(Give examples of men and women working together; where are things being done right)

City Club--Pauline Anderson

Ruth McFarland--only female senator until recently

Women can be extremely effective as consensus builders.

Women who lose their emotional cool and cry lose their effectiveness. Men are just as emotional as women and you will find that those men who do lose their tempers are not very effective in the long run.

It really comes down to a matter neuturing your emotions in public and in your dealings with your colleagues.

You should learn to express your emotions without losing control.

You should be able to command presence and exhibit empathy, sympathy and genuine concern and interest in other people.

You must have a sense of respect for others--honesty, integrity, dedication, and commitment to your purpose.

Empathy, which is the understanding of the other person's point of view and their role, is extremely important. You must think of the other person's feelings. What are they feeling? Do use gentleness, don't let another person down too hard, don't embarrass that person or make them defensive.

Being effective in politics is really playing a listening game. Hear what your colleagues and the voters are saying. Put the issue in a larger context, in a realistic way. Identify the mutual purpose or the higher purpose that you could all aim for and can share.

In terms of how to operate or how to behave as a public policy-maker, the Junior League members have tremendous access to many opportunities to move into this area that others do not have. You are all well educated, you are well placed economically, and you are sought after as individuals and as an organization to get involved and support other groups.

"You can get there if you want to" -- the question is how should I behave if I do want to have success. You need to have empathy, reach for that higher level of success, have a sense of compromise and know how to work together with others.

I have learned five principles in public policy-making:

1. Human relationship skills (as well as how to analyse policy and read budgets)

team player (higher interest, "hot dog," consensus building, spirit of cooperation)

2. Do your homework (read material, talk about the issues, become familiar, do the _____ work)
3. Respect your colleagues (listen well, find the good in the person, respect their right to have different opinions)
4. Work with men and women even though you have differing backgrounds; assert yourself without being overly aggressive and/or too passive; pick winners and know what you are talking about. Do not be a "gadfly." Subvert your sexuality.
5. Finally, have fun, don't take yourself too seriously. Will your life change tomorrow if this goes the wrong way. You have to laugh at some of the subtleties that occur in this business. Take your job seriously, but don't take yourself too seriously.

Miscellaneous Comments:

1. Treat people as equals, no better or no worse than the people you are working with. You all have a past history. We all have a vote. Don't lord it over people. Don't allow self to become subservient to another. If you are the type that lord it over some people, you are likely to be the type that would also be subservient to another.

2. Don't believe that there are certain things that only professionals can do and that only volunteers can do. Don't be in awe of staff or your colleagues, but yet respect them.
(Example: I don't write checks by myself, my husband handles that...I handle the children's meals. Treat people as equals, don't overplay or underplay the staff's role.)

3. Examples of Clem's experience in calling Junior League members:

a. I passed your letter on to my husband (which means

that you would probably be subservient to the staff and the opinion leader)

- b. I'll talk about it with my husband together (which means that you will probably work together with staff and the group in developing a consensus)
- c. I will write out a check and send it (which means that you are independent of others in a group and probably very assertive). Of course, there is a thin line between what is your's individually and what should be done jointly.

The fourth area he found was:

I am going through a divorce right now and I am not able to deal with this issue!

CB/1/
0542C/D2

Date: January 11, 1984
To: Metro Council
From: Cindy Banzer, Presiding Officer
Regarding: Major Issues to be Addressed by Metro Council
During the Next Six Months

Based on Council discussions during the budget deliberations, a review of the major subjects being discussed by the various committees, and recent staff input, the following issues should be addressed during the next six months:

Finance/Budget

- Adoption of budget for FY 1983-84.
- Decision on future funding for the Zoo/Metro General Funds. (Discussion has been taking place since July, memos, etc.)
- Discussion on budget process for FY 1984-85.
- Completion of fixed assets inventory.
- Review of audit/Letter to Management (consider review of staffing level in financial affairs). In process.
- Consideration of quarterly program progress and financial reports.

External Affairs

- Discussion of Metro/Tri-Met relationship. Hearings, task force, etc.
- Implementation of the project initiatives program, including review of Metro's involvement in corrections, parks, libraries and drainage.

Policy and Plan Development

- Completion and adoption of Solid Waste Systems Plan.
- Completion and adoption of a Waste Reduction (recycling) Plan.
- Completion and adoption of Zoo Master Plan.
- Decision on Westside Corridor project.
- Consideration of development of criteria to guide allocation of federal transportation funds.

Memorandum
January 11, 1984
Page 2

- Adoption of Regional Bicycle Plan.
- Decision on viability of Milwaukie LRT and adoption of Highway/Transit Staging Plan; allocate McLoughlin Corridor Interstate Transfer Reserve. Ongoing; technical studies almost complete.
- Adoption of an Affirmative Action Plan.
- Review and adoption of Disadvantaged Business Program.
- Implementation of results of personnel classification plan survey. Plan completed. Being reviewed by management.

Other

- Extension of permits at St. Johns Landfill. DEQ reviewing permit applications.
- Initiate work on methane gas recovery program at St. Johns Landfill. Report completed December 1983: "Financial Analysis and Procurement Options - Methane Recovery at St. Johns."
- Codify Metro policies (adopted Metro Code).
- Completed Penguinarium.
- Began work on Alaskan Tundra.
- Completion and opening of CTRC in April.
- Decision to pursue Washington County Transfer Station.

CB/gl
0552C/15

cc: Don Carlson
Warren Iliff
Andy Cotugno
Steve Siegel
Dan Durig
Jennifer Sims
Dan LaGrande
Ray Barker



Memo

METROPOLITAN SERVICE DISTRICT 527 S.W. HALL ST., PORTLAND, OREGON 97201 503 221-1646
Providing Zoo, Transportation, Solid Waste and other Regional Services

Date: 6 February 1984

To: Don Carlson, Deputy Executive Officer

From: Councilors Bob Oleson & Cindy Banzer

Regarding: Business Expenses incurred on January 24/84

The business expense that was incurred on 1/24/84 falls within the I.R.S. guidelines for business expenses.

The nature and purpose of the activity was to discuss with selected technicians from around the region, the perception of Metro's performance in 1983 and to discuss the general future of regional government as well as specific Metro issues.

This discussion included viability of future discussions on an ERF, our role in regional corrections, specific personnel policies (including appropriate health and insurance coverage), budget and management issues vis-a-vie the loss of local dues money, and general policy discussions on appropriate new roles for Metro.

There were seven participants in this discussion, none of whom I have a legal or emotional attachment.

The incurred costs were only for food and the dinner meeting lasted 4½ hours.

Participants included: Bob Oleson, Metro Councilor
Cindy Banzer, Metro Councilor
Jennifer Sims, Metro Manager of
Budget and Administrative Services
Mark Gardner, Washington County District County Judge
Ken Jones, Management Consultant
and member of Metro Task Force on
Fiscal Management
Dennis Cromwell, Director of Fiscal
Affairs for Publishers Paper &
Clackamas County resident
Sherrie Perkins, Health Care Provider
(management) interested in serving
on Metro Committees

(next page)

Page 2

We apologize for any inconvenience that our lack of appropriate level of detailed information might have caused.

As you know, your aggressively strict interpretation of the expense guidelines comes as a surprise to all of us. We appreciate your attention to such details. Forgive us for being remiss and not providing this information initially.

CB:tj




Memo

CONFIDENTIAL

METROPOLITAN SERVICE DISTRICT 527 S.W. HALL ST., PORTLAND, OREGON 97201 503 221-1646
Providing Zoo, Transportation, Solid Waste and other Regional Services

Date: February 1, 1984

To: Councilors Banzer and Oleson

From: Donald E. Carlson 
Deputy Executive Officer

Regarding: EXPENSE REIMBURSEMENT REQUEST

As you know, the new Council Expenditure Guidelines require that I, as Fiscal Officer, authorize Councilor expense reimbursement requests. I have in front of me a reimbursement request for a dinner meeting at the Genoa Restaurant on January 24, 1984. It appears to me that I should not authorize this request because of item 4 (f) of the Expenditure Guidelines for Councilor Expenses. That item states "Reimbursement shall not be authorized for the following: (f) Entertaining or other social functions".

Would you please provide me with additional information that would indicate reimbursement should be authorized. The tests appear to be that the expenses should be incurred "for necessary Council-related activities" and that "supporting documentation which shall include the nature and purpose of the activity, the names and titles of all persons for whom the expense was incurred and receipts justifying the expense as required by the Internal Revenue Service" be provided.

Your earliest attention to this matter is requested.

DEC:ef



METROPOLITAN SERVICE DISTRICT

Providing Zoo, Transportation, Solid Waste and
other Regional Services

527 S.W. Hall St., Portland, OR 97201 • 503/221-1646

February 9, 1984

Cindy Banzer
Councilor, District 9

Res: 7017 S.E. Pine
Portland, OR 97215
253-2915

Mr. Warren Iliff, Director
Washington Park Zoo
4001 S.W. Canyon Road
Portland, OR 97221

Dear Warren:

Recently, Betty Schedeen, Bob Oleson, Gary Hansen and I had the opportunity to see the Keith Martin Ballet Company perform at the Civic Auditorium. We were impressed with the Company's exhibited talent and quality entertainment value.

During a follow-up conversation with Keith Martin, who owns the Company, he expressed a long-time interest in having his Company perform at the Zoo. The possibilities for such a concert are intriguing enough that I think it might be worth your time to meet with Martin and his board president, Bob Grey, to explore what would be involved logistically and financially.

A performance like this might dovetail nicely with our two existing summer concert series. Such an endeavor would provide an exciting new dimension for our Zoo concerts, while involving and highlighting local artists.

If you think this suggestion merits further consideration, perhaps you and Betty could invite Martin and Grey to discuss such a proposal over lunch.

Please let me know what you think. Thanks, Warren!

Sincerely,

Cindy
Cindy Banzer

CB/srb
cc: Betty Schedeen
bcc: Keith Martin

↑ Dictated Date
↑ Time Dictated

Date: February 15, 1984
To: Memo to File
From: Councilor Cindy Banzer
Regarding: Accident on Hawthorne Bridge

I left the Metro offices at approximately 2:00 a.m. on the morning of February 15 and went towards my home over the Hawthorne Bridge. Realizing I had left a piece of jewelery in the office, I turned around and came back to the Metro offices.

As I was going west on the Hawthorne Bridge, a smaller sized late model car was going east--we were both in the center section of the bridge. The car coming towards me was weaving back and forth. I initially assumed that it had slipped on the wet grill of the bridge. The weaving accelerated to the point that the car veered in front of me and then veered off the front of my car--missing me by several inches and immediately went to the south side of the bridge and immediately then to the north side of the bridge at which point it bounced along the guardrail causing sparks to fly, and then careened into the guardrail on the south side of the bridge. The lights went out in the car and it was still.

I stopped my car and got out and started to walk towards that car, but was unable to because of the shoes that I had on and the fact that it was a grill on the bridge. I was concerned initially that someone had been hurt. I called up to the bridge attendant to see if they were contacting assistance. I stopped a taxi and asked them to call the police.

At that point the car door on the driver's side opened. A person that I assumed to be a man, he was black, got out of the car. Secondly, coming out the driver's side of the car was a person in red clothing, I assumed from a distance that it was a woman because of a slighter build. The only way out of the car was through the driver's side of the car, the black male came out first and the person in red came out second. At that point it was apparent that they were uninjured and I was very angry at what I assumed to be a case of excessive drinking and driving.

Please note that I had been at the Metro offices from approximately 8:30 p.m. on Tuesday evening, February 14, until approximately 2:00 a.m. Wednesday, February 15. During this time I had talked with my husband, Clem Laursberg, Councilor Gary Hansen and John Gervais. There were also two staff people at the office at the same time as I was.

CB/gl/0747C/D3
02/15/84

F R O M

Ray Barker
Council Assistant

May 18, 1984

Toby,

Please call Cindy Banzer
re data processing meeting
details. She called me
at 1:30 today. When I
tried to call back
the line was busy.

Details:

When: Wed May 23

Where: IBM 2000 SW 1st Ave.

Time: 1:00 - 3:00 pm.

Thanks,
R.

gave message
over phone
at 2:30 pm

FROM THE DESK OF

Toby Janus

COUNCIL SECRETARY

May 18, 1984

Cindy Banzer
requested
balance in her
accounts:

Per Diem

Expenses

\$420

\$608.10



METROPOLITAN SERVICE DISTRICT
Providing Zoo, Transportation, Solid Waste
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METROPOLITAN SERVICE DISTRICT
527 S.W. HALL STREET, PORTLAND, OREGON 97201 503/221-1646



Memo

METROPOLITAN SERVICE DISTRICT 527 S.W. HALL ST., PORTLAND, OREGON 97201 503 221-1646
Providing Zoo, Transportation, Solid Waste and other Regional Services

Date: 23 May 1984

To: Ernie Bonner, Deputy Presiding Officer

From: Cindy Banzer, Councilor-District 9

Regarding: Approval for Attending Metro Meetings

Per our conversation of Tuesday, May 22, 1984--I attended, on behalf of the Council, the data processing meeting hosted by Multnomah County.

During my recent campaign, the issue of Tri-Met, the light rail project, and traffic/transportation plans frequently surfaced. In order to be brought up to date on what is happening in my Metro District in areas of transportation, I would like to attend the Transportation Policy Advisory Committee meeting on June 1st.

May I have your approval to receive per diem for these above meetings?

Thank you for your attention to this request.

APPROVED:

Ernie Bonner, Deputy Presiding
Officer

DATED:

5/24/84

CB:tj



Memo

METROPOLITAN SERVICE DISTRICT 527 S.W. HALL ST., PORTLAND, OREGON 97201 503 221-1646
Providing Zoo, Transportation, Solid Waste and other Regional Services

DATE: MAY 31, 1984

TO: MAYOR FRANK IVANCIE
COMMISSIONER MILDRED SCHWAB
COMMISSIONER MIKE LINDBERG
COMMISSIONER MARGARET STRACHAN
COMMISSIONER CHARLES JORDAN

FROM: CINDY BANZER, METRO COUNCILOR

REGARDING: IMPACT OF BUS SERVICE ON LINE 84

MR. MAYOR AND CITY COMMISSIONERS --

I AM CINDY BANZER, 7017 S. E. PINE, PORTLAND. I REPRESENT ON THE METRO COUNCIL THE AREA ALONG 60TH SERVED BY LINE 84.

I HAVE CLOSELY FOLLOWED THE DEVELOPMENT, IMPLEMENTATION AND IMPACT OF THIS TRANSIT ROUTE.

WHILE I FULLY UNDERSTAND AND APPRECIATE THAT THIS BUS ROUTE IS CRITICAL TO THE CITY'S OVERALL TRANSPORTATION OBJECTIVE AND TO THE EFFECTIVE USE OF THE LIGHT RAIL, THERE DOES APPEAR TO BE SIGNIFICANT IMPACT OF THIS LINE ON THE RESIDENTIAL AREA ALONG 60TH.

I HAVE VISITED A NUMBER OF HOMES ALONG 60TH AND HAVE OBSERVED FIRSTHAND THE DAMAGE CAUSED BY THE VIBRATIONS AND ADDED WEIGHT OF THE BUSES.

WHETHER THE DAMAGE WHICH CONSISTS OF LARGE CRACKS IN THE WALLS OF THE HOMES IS TECHNICALLY CONSIDERED STRUCTURAL OR COSMETIC IS NOT REALLY THE ISSUE. THE READILY VISIBLE DAMAGE CERTAINLY APPEARS TO BE THE RESULT OF A PUBLIC POLICY DECISION TO ALLOW BUSES TO USE 60TH.

THE RESIDENTS ALONG 60TH ARE NOT CRYING WOLF -- THEY HAVE ACTED RESPONSIBLY -- GOING THROUGH THE PROPER CHANNELS --

YET, TRI-MET STAFF AND OFFICIALS, FOR THE MOST PART, HAVE IGNORED OR DOWNPLAYED THEIR CONCERNS.

THE CITY'S STAFF HAS NOT, IN MY OPINION, SATISFACTORILY RESPONDED TO THE INQUIRIES OF THE RESIDENTS -- WHICH I HAVE SPOKEN TO COMMISSIONER LINDBERG ABOUT.

GRANTED, IT IS A VERY COMPLEX ISSUE. THERE ARE FEW ALTERNATIVES AVAILABLE.

BUT, OPTIONS THAT SHOULD BE SERIOUSLY CONSIDERED INCLUDE:

- RE-ROUTING OF THE LINE TO AVOID THOSE FEW BLOCKS ALONG 60TH BETWEEN BELMONT AND LINCOLN; OR
- REQUIRING "MINI BUSES" TO BE USED ALONG 60TH; OR
- REDUCING THE NUMBER OF BUSES ALLOWED TO USE 60TH IN ANY GIVEN DAY; OR
- PLACING A MORATORIUM ON THE USE OF 60TH AS A TRANSIT LINE UNTIL THE LIGHT RAIL IS COMPLETED AND DETERMINATION OF THE ACTUAL NEED FOR THIS LINE CAN BE MADE.

THE PEOPLE ALONG 60TH HAVE ACTED IN GOOD FAITH. BUT, THEY DO FEEL FORGOTTEN AND SLIGHTED BY THE APPROPRIATE PUBLIC BODIES.

THEY ARE AWARE THAT YOU DID PROVIDE RELIEF FOR SIMILAR PROBLEMS FOR THE RESIDENTS ALONG CRYSTAL SPRINGS BOULEVARD.

THEY ARE LOOKING TO YOU TO PROVIDE RELIEF FROM THE DAMAGE CAUSED BY A PUBLIC POLICY DECISION.

I URGE YOU TO WORK WITH THEM TO FIND A SATISFACTORY SOLUTION TO THIS PROBLEM.

THANK YOU FOR YOUR ATTENTION TO THIS REQUEST.

FROM THE DESK OF

Toby Janus

COUNCIL SECRETARY

27 June 1984

3:08 PM

to: Cindy Banzer ✓
Jack Deines
Gary Hansen
Dick Waker
Charlie Williamson

Grace, secretary to Alex Cross, called
this afternoon to let me know that there
will be informational packets in each of
your rooms*at the Denman Inn (604) 688-7711
1733 Comox
Vancouver, B.C.

She wasn't certain whether Alex Cross will
be able to see you all Friday night.

However, Alex Cross will be in touch with
Jack Deines and I'm certain he will tell
you exactly how the tour will be handled.

*your rooms are reserved for late arrival
Friday evening (should that be necessary).



METROPOLITAN SERVICE DISTRICT
527 S.W. HALL STREET, PORTLAND, OREGON 97201 503/221-1646

Date: September 25, 1984
To: Toby Janus and Ray Barker
From: Cindy Banzer
Regarding:

I have requested that Ken Kahn of Tamalpa is Software, 232-0021, testify on the August 30 memo on data processing personal computer workstations. I assume it is on the Council agenda for 5:30 p.m. tomorrow night. Would you please communicate with him what time he should be there and be sure that Corky knows that he will be testifying and commenting on the proposal.

Thank you.

gl



METROPOLITAN SERVICE DISTRICT
Providing Zoo, Transportation, Solid Waste and
other Regional Services

527 S.W. Hall St., Portland, OR 97201 • 503/221-1646

Cindy Banzer
Councilor, District 9

Res: 7017 S.E. Pine
Portland, OR 97215
253-2915

17 September 1984 19

Ken Kahn
Tamalpa is Software
P.O. Box 02338
Portland, OR 97202

Dear Ken:

The Metro Council has been asked to appropriate funds to purchase and establish personal computer workstations.

Inasmuch as you are somewhat familiar with our existing computer capabilities and because of your knowledge and background of existing computer hardware and software, I would be most appreciative if you could review and comment on the enclosed memorandum.

Thank you for your prompt attention to this matter.

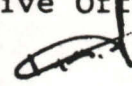
Sincerely,

Cindy
Cindy Banzer
Councilor



Memo

METROPOLITAN SERVICE DISTRICT 527 S.W. HALL ST., PORTLAND, OREGON 97201 503 221-1646
Providing Zoo, Transportation, Solid Waste and other Regional Services

Date: August 30, 1984
To: Donald E. Carlson, Deputy Executive Officer
From: Keith Lawton, Technical Manager 
Regarding: Data Processing: Personal Computer Workstations

Introduction

This memorandum responds to the request for investigation of the possibility of "automating" many of the common office tasks. Through a series of discussions and a review of available technology, it has become evident that in terms of resources and the modest size of Metro the most appropriate technology would be the use of personal computers. Following Rick's suggestion we have obtained proposals from each department showing proposed uses for such equipment. My recommendations on how to proceed are the primary subject of this memo. While these recommendations follow closely the strategy recommended in the Data Processing Plan of December 1983, they diverge from the recommendation to standardize on the MS-DOS operating system. Since that time new offerings and changing technology have rendered that recommendation obsolete.

In essence, the data processing plan at Metro is for acquisition of function-specific software and its accompanying hardware. This enables Metro to acquire computer-power as needed with minimum disruption to existing applications and minimum capital outlay. Any large applications requiring a large "mainframe" computer have been historically carried out by buying access to other computers. With a large computer service bureau at Multnomah County, it has not been appropriate for Metro to take the regional computer facility role that has been taken by many councils of government. In keeping with this philosophy, Metro currently has four function-specific applications:

1. The Manus accounting package, resident on the in-house mini-computer (DEC PDP 11-34A).
2. The Emme 2 transportation planning package resident on an in-house multi-user "super-micro" computer (PIXEL 100/AP).

3. The Apple-LISA project management package resident on the LISA micro-computer at the Zoo.
4. The Wang word processing package resident on the in-house Wang-20 computer.

Personal Computer Workstations

The function currently under consideration is that of office automation/productivity improvement. The primary goal here is to replace the functions currently carried out manually with typewriters, calculators, pencils and paper. These being writing, document initiation, project analysis, descriptive graphics, report graphics and budget control. The software which makes this possible is sometimes known as "integrated" software which includes word processing, spread sheet manipulation, data-base/file management and business graphics programs, in a form where the programs are interlinked and can pass data and displays back and forth among each other. Typical offerings are the Microsoft suite of programs (Word, Multiplan, File, Chart), LOTUS 1-2-3, and LOTUS Symphony. The other need in office automation is the ability to communicate with other computers and among each other, primarily to move data and information.

Recommendations

The use of personal workstations is aimed primarily at middle management and professional-level staff. As such, ease of use and minimization of time lost to learning are very important criteria. Availability of a range of software and purchase of a non-obsolete system are also important, to ensure continuing development of new applications and future availability of software/hardware support.

The two prime contenders are the IBM-PC and its clones using the MS-DOS operating system, and the new Apple Macintosh and LISA systems. The IBM-PC group of machines has a large installed base and a large set of available software. The Apple Macintosh is a new breakthrough in ease of use, it has good self documentation and "natural" or intuitive use, requiring very little loss to training time. Currently, there is not a great base of available software. However, the sales of Macintosh are rapidly developing a large installed base and software is beginning to appear from the pipelines of the major software houses. Apple Macintosh is the clear leader in interactive graphics integration.

The recommendation is to use the Apple Macintosh as the basic workstation, because of the incredible ease of use and because of the low training cost.

Because of the newness of this hardware and software, an incremental approach is recommended. In this manner, two workstations should be purchased and their use and utility evaluated prior to continuing the installation of workstations in all departments.

Proposals

Each department has submitted proposals, and the Zoo divisions have been interviewed for a needs assessment. (The Zoo needs will be covered in a separate document.) While some departments have special or unusual needs, this application is based on the more common needs. A review of proposals shows that all have considerable merit. However, in the downtown Metro offices, the best tests of use would be in Public Affairs (a large base of writing and integrated graphics, and direct graphics applications) and Solid Waste (significant analysis of operations, scientific analysis, graphing, budget analysis and document initiation). These two departments are not currently sophisticated computer users and are thus a good test.

Budget Needs

It is recommended that workstations be budgeted for Public Affairs, Solid Waste, Finance and Administration, and Executive Management departments, and the Intergovernmental Resource Center. This implies five basic workstations plus (ultimately) the shared resource of a hard disk and letter quality printer (primarily for mailing list use by Public Affairs).

It is further recommended that each workstation be individually applied for, assessed and purchased based on clearly demonstrated utility and availability of funds.

Basic Workstation

<u>Item</u>	<u>List Price</u>
Macintosh w/Image-Writer Printer	\$2,990
Additional Disk Drive	495
Word Processing (Microsoft Word)	195
Spreadsheet (Multiplan)	195
Terminal Emulator (Communications)	100
Graphics (Microsoft Chart)	125
	<u>\$4,100</u>
Less 20 percent Discount	<u>-820</u>
Net Cost/Station	<u>\$3,280</u>

<u>Department/Needs</u>	<u>Cost</u>
Public Affairs: Workstation	\$ 3,280
Modem (300/1,200)	400
Solid Waste: Workstation	3,280
Executive Management: Workstation	3,280
Finance & Administration: Workstation	3,280
IRC: Workstation	\$3,280
Mac Project	200
Shared Needs: Letter Printer	2,500
Hard Disk	<u>2,000</u>
Total	\$21,500
Extras (cables, disks, other miscellaneous at 10 percent)	<u>2,150</u>
Grand Total	\$23,650

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Immediate Request

The immediate request is for two basic workstations plus a modem.

Public Affairs: Workstation	\$3,280
Modem	400
Total	<u>\$3,680</u>
Solid Waste: Workstation	<u>\$3,280</u>
TOTAL	\$6,960

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Ken Kahn
Tamalpa is Software
PO Box 02338
97202*

East Metro

Editorial

THE SUNDAY OREGONIAN, OCTOBER 21, 1984

4M-ME B7

Choose Saylor, Cease in House 15, 19

Voters in East Metro's House District 15 have been represented exceptionally well for more than a decade by former House Speaker Hardy Myers, D-Portland.

Myers has been the model of the citizen lawmaker — a person, like Cincinnatus of ancient Rome, who applies uncommon skills with zeal and dedication to the public's business, accomplishes the mission, then voluntarily returns to his private pasture and plow.

If House 15 voters want to continue that tradition, which includes a capacity to disregard political self-interest or ambition, they must overcome the district's Democratic Party registration edge and support Republican Gene Saylor Nov. 6 over Democrat Cindy Banzer, the former presiding officer of the Metro Council.

In neighboring House District 19, which rambles to the Columbia River, The Oregonian has high regard for both Democrat Ron Cease and Republican Marilyn Schultz but prefers Cease on the basis of his longtime, effective public-service involvement and his personal knowledge of the Legislature's strengths and weaknesses.

A third entry in the race, Libertarian Party candidate Edward J. Marihart, a city employee, is unacceptable to The Oregonian because of his enthusiastic support

for the local government-crippling 1.5 percent property tax limitation measure.

The Saylor-Banzer race is a tough call in some ways. Banzer, 37, received The Oregonian's endorsement in the May Democratic primary. Her six years of elective-office experience have demonstrated consensus-building qualities and a personal aggressiveness that might be useful traits in the Legislature.

However, Banzer, both at Metro and in interviews with editors at The Oregonian, has shown a memorable skill in artfully skirting tough issues and questions with responses and answers that often are loaded with conditions. Most of the votes in the Legislature depend on a firm yes or no — unconditional decision-making that Banzer appears uncomfortable with.

Banzer's answers to The Oregonian's legislative endorsement questionnaire this fall were less equivocal than were her responses to questions last spring, but that may reflect a discipline that comes from facing a hard-charging, articulate and dedicated opponent like Saylor.

Saylor, 39, owner of the Old Country Kitchen restaurant, is a moderate Republican who offers a refreshing businessman's perspective to elective office. In the Hardy Myers tradition, Saylor expects to make his mark in the Legislature and then return to private life,

making way for others to take the House seat. He is a much stronger supporter than Banzer of restructuring Oregon's badly warped tax structure — an unabashed sales-tax advocate who is not shy in telling voters, not just editors, where he stands on issues.

Banzer has developed a laudable quick grasp of the legislative process, objectives and priorities. Saylor, too, has inside knowledge of this institution, having spent time in Salem lobbying for the Restaurants of Oregon Association, an organization that elected him president.

In House District 19, Cease, 53, a professor at Portland State University, is perhaps the only candidate to run for this seat in recent years who outdistances Republican Schultz in neighborhood, civic and public service credits. Moreover, Cease's top-priority agenda item — preventing a high-quality education system and basic services from deteriorating — corresponds with this newspaper's view of Oregon's primary responsibility.

Schultz, 47, an English teacher and property manager, is seeking this seat for the third time. The

Oregonian praised her candidacy in 1980, 1982 and again last spring in the Republican primary, yet she has never quite persuaded the newspaper to pick her over the knowledgeable, hard-working and independently talented members of the Cease household. Schultz remains an impressive and imaginative candidate, clearly deserving of support for a legislative seat, but not this one at this time.

Rep. Jane Cease is running unopposed in Senate District 10, which includes House Districts 15 and 19, plus many voters in The Oregonian's East Multnomah County circulation area.

The Oregonian recommends voters in House District 15 choose Saylor. Voters in House District 19 should give the nod to Ron Cease over Schultz and Marihart.



Power outage strands skiers on lift

M/NW B-3 11-26-89
A power outage Sunday at Mount Hood Meadows ski resort left several hundred skiers stranded on the new Express triple-chair lift, some for up to three hours, according to eyewitness reports.

The skiers eventually were lowered to the ground by members of the National Ski Patrol. They used a chair tied to a rope that was thrown over the lift cable, said Keith Martin, who operates a Portland ballet company.

Officials of Mount Hood Meadows could not be reached for comment Sunday night.

Bill Babcock, Portland General Electric Co. spokesman, said the cause of the outage was unknown, but the problem was confined to Mount Hood Meadows.

There were no problems with feeder lines into the resort, Babcock said. Partial power had been restored Sunday night, he said, and work crews were expected to continue repairs Monday morning.

Martin said all the chairs came to a halt about 2 p.m. Most were restarted within minutes, except for a lift parallel to the Express, which took 30 minutes to start up. The Express was stopped for at least three hours, he said.

Martin was stranded for 2½ hours on the chair with Cindy Banzer, Democratic state representative-elect from Portland's House District 15. Snow was falling, and winds were sometimes gusty, Martin said.

Banzer was semi-conscious and unable to stay upright when she was lowered 40 feet from the lift to the slopes, Martin said. She was taken by snowmobile to a first-aid room, where it was learned her body temperature had dropped to 94 degrees, Martin said.

Banzer felt faint later Sunday evening and was taken to Portland Adventist Hospital. A condition report was unavailable late Sunday.

Martin said he knew of about six others who also suffered some degree of hypothermia, all of whom appeared to have recovered.

A child who was alone on the chairlift in front of the pair was "screaming his guts out..." Martin said. He had to be helped from the chair by a patrolman who climbed up on a lift pole, Martin said.

Martin said he was told by patrolmen that each chair had a spare generator to allow the lift to continue working, but for some reason, the Express lift remained idle.

Martin said he and Banzer were offered a free ticket and hot beverages for their inconvenience.

Brad Carman, 24, of Portland said he was stranded on the chair for 30 minutes from 5:30 to 6 p.m. He and Sean Pierce, 23, of Portland also were lowered by chair and rope.

"It was really cold sitting up there half an hour," Carman said. "(The rescue) went real smooth."