

Neil Goldschmidt
NEIL GOLDSCHMIDT
GOVERNOR



Oregon Children and Youth Services Commission

bringing together Juvenile Services, Student Retention, Great Start, and communities



YWCA teen parent, 17-year-old Courtney and her infant son Derek

Why the Oregon Children and Youth Services Commission

The 1989 Legislative Assembly passed HB 3466. On July 26, 1989, Gov. Neil Goldschmidt signed the House Bill creating the new Great Start program and the Oregon Children and Youth Services Commission.

Great Start will provide community grants to complement and stimulate local and private efforts to help children from birth to 6. The grants give counties flexibility to address needs specific to their area and will leverage local financial and volunteer resources.

The 11-member Oregon Youth Services Commission will bring together under one organization the responsibility for supporting community efforts aimed at children from birth to 18. The commission will also administer all of the state community grant programs, including the programs of the Juvenile Services Commission, the Student Retention Initiative and the new Great Start Program.

The state commission, composed primarily of lay citizens, is a partnership between the legislature, the governor and lay citizens.

The commission also supports community action planning, a process which incorporates planning and resources from a cross section of the community.

There will be 36 County Children and Youth Services Commissions with lay citizen majorities and chairs. State agency staff may be members of the county commissions.

Local commissions will be encouraged and supported in the development of new community resources involving community partnerships and private citizen participation.

The local commissions will create unified plans incorporating the three areas of Juvenile Services, Student Retention Initiative and Great Start.

What does HB 3466 do

- ✓ Provides the structure for counties to plan for children 0-18
- ✓ Allocates new General Fund dollars for Great Start programs
- ✓ Enables county commissioners to appoint local Commissions to develop comprehensive plans
- ✓ Consolidates JSC, SRI and Children's Agenda Task Forces into one planning body
- ✓ Encourages private citizen involvement in children and youth services

Requirements for appointing local commissions

1. The Board of County Commissioners and the presiding Circuit Court Judge in juvenile cases will appoint a Community Children and Youth Services Commission.
2. The Commission must have between 11 and 21 members, the majority of whom are lay citizens, with a lay citizen chairperson.
3. The appointments must represent persons who have knowledge of issues related to Juvenile Services, Student Retention Initiative and Great Start.
4. Members of local commissions will be appointed to four-year terms; staggered terms will be established for the first persons appointed.

"Children are our future; healthy children and families are of fundamental importance to the vitality of Oregon; all children deserve love, respect and guidelines for responsible behavior; and families should be supported and strengthened." from Senate Bill 1018

Legislation allows for different planning structures

- Counties can create a Children's and Youth Services Commission with representation from Juvenile Services, Student Retention Initiative, Great Start and other program initiatives.
- County Commissioners can designate an existing body and expand its representation to include all three groups (JSC, SRI and Great Start).
- Subcommittees and advisory committees can be appointed to the Community Children and Youth Services Commission to provide a wide range of community input and participation.

The budget

The budget for the Commission is approximately \$20 million. It includes:

- ✓ \$9.9 million in JSC base grants
- ✓ \$500,000 in runaway and homeless youth money
- ✓ \$1 million in Juvenile Court subsidies for juvenile departments
- ✓ \$1 million in federal Juvenile Justice Delinquency Act money
- ✓ \$5 million in Great Start grant money
- ✓ \$1.6 million in Student Retention Initiative grant money
- ✓ \$1 million for administration

Now what

All counties have done their 1989-91 JSC and SRI plans. They now must produce a plan for Great Start. The plan must include all three program areas. Local Great Start plans will be added to the Juvenile Services Commission's plans this biennium. The Commission will review the plans to see if they are acceptable under conditions the Commission has set out.

It's anticipated that it will take until November or December of 1989 to finish the planning stage for the Commission. It will publish the planning guidelines and the local commissions will do their work. It's hoped that funds will flow to the counties after mid-1990.



Student at Camp Florence, an Oregon juvenile corrections facility

Oregon Coordinating Council

The 1989 Legislature passed another important bill related to children and families. SB 1018 creates a coordinating council of state agencies that serve children, youth, and families.

This Senate Bill directs the Department of Education, the Department of Human Resources, the Children and Youth Services Commission and community colleges to better coordinate state policies and budgets relating to children, youth and families.

This council will listen to the public and will ensure that state government is providing the most efficient and the most effective help possible.

Senate Bill 1018 establishes a children's policy and framework for children's programs at the state level. Both of these actions were strongly recommended by the county children's task forces in their reports to the governor.



Gov. Goldschmidt visiting with preschoolers at the Oregon State Fair

"With the leadership from the Legislative Assembly and the support of many Oregonians from around the state, the passage of House Bill 3466 and Senate Bill 1018 creates the framework for an exciting action plan for the children of this state." Gov. Neil Goldschmidt

A look at Great Start

When Gov. Goldschmidt traveled around Oregon on behalf of the Children's Agenda in the spring of 1988, one of the common themes he heard nearly everywhere he went was "the state doesn't invest early enough; you have to start earlier." The idea of giving every child in Oregon a "great start" in life grew from these conversations.

Great Start will provide community grants to complement and stimulate local and private efforts to help children from birth to 6.

The grants give counties flexibility to address needs specific to their area and will leverage local financial and volunteer resources. Community action planning can help counties with this process.

Although Great Start underwent a number of transformations from the time of its inception as an idea last summer to its enactment as part of HB 3466, several important aspects have remained constant:

- ✓ Great Start helps every Oregon family give their children a foundation for learning when they reach school
- ✓ Great Start provides flexible grant dollars to counties for local youth programs
- ✓ Great Start is for all children, not just those at risk
- ✓ Great Start helps communities plan and coordinate services for kids

The state will provide technical assistance to the communities to help implement the Great Start program. Examples of what the state can provide are:

- Facilitate meetings between county commissioners and local state agency representatives
- Provide information on fund raising
- Compile statewide data and share information with communities
- Train counties to evaluate programs and measure outcomes

How counties receive Great Start funds

Counties will prepare a comprehensive Great Start plan covering services to children 0 to 6 including parent support programs, child care and child development services, health and mental health promotion and programs for access to services.

The Great Start plans must be submitted before funding is allocated. Beginning in 1991, the Great Start plan will be one part of an overall county plan which will also include plans for Juvenile Services and Student Retention Initiative.

There are four areas that must be addressed in any plan for Great Start:

- 1. Describe existing prevention and early intervention programs**
- 2. Report on youth services such as child care, help for pregnant teens and child abuse prevention**
- 3. Explain proposed new Great Start programs including need, goals, budget and client participation**
- 4. Demonstrate how each new program fills an unmet need and contributes to services for children 0-6 years old**

What does Great Start mean to counties

Great Start expands the Juvenile Services Act to help provide prevention and early intervention services statewide.

This expansion also provides a process and funds to assist counties to meet the Great Start goal of having children reach the first grade with good physical, social, emotional, and language development.

Oregon Children and Youth Services Commission members



Ken Novack, 43, of Portland, is a partner in the law firm of Ball, Janik and Novack. He is on the Oregon Health Sciences University Foundation Board. Novack will serve as chair of the Commission.



John Ball, former Lane County commissioner, is the new executive director of the Commission. Ball, 38, is an advocate for mental health programs and an active Children's Agenda supporter.

The appointments are:

Leroy Benham, 50, of Newberg, is the president and chief executive officer of a machine tools company.

Mary Ann Buchanan, 42, of Salem, has been a volunteer supplemental instructor at Pringle Elementary School since 1987.

Sue Cameron, 36, of Tillamook, is the administrator of the Tillamook County Health Department.

Jim Francesconi, 37, of Portland, is a lawyer in private practice. He has served as the chairman of the Juvenile Services Commission since October 1987.

Kathie Kennedy, 45, of Ashland, has worked as a real estate counselor since 1985, and is a member of the Juvenile Services Commission.

Bill Leary, 38, of Klamath Falls, is the new principal of Roosevelt Elementary School.

Dennis Maloney, 38, of Bend, has served as the director of the Deschutes County Juvenile Department since 1986.

Dawn Marges, 49, of Salem, is an instructor, program coordinator and director of the Chemeketa Community College Early Childhood Education Center.

Lorenzo Poe, Jr., 36, of Portland, has been a supervisor with the Multnomah County Juvenile Court since 1984.

Mary Thiel, 61, of Ontario, has been the program director of the Migrant Head Start and preschool program in Malheur County since 1972.

The 11-member Oregon Children and Youth Services Commission was established to bring together under one organization the responsibility for supporting community efforts aimed at children from birth to age 18.

The Commission will also administer all of the state community grant programs, including the programs of the Juvenile Services Commission, the Student Retention Initiative and the new Great Start Program. Community development is also an important aspect of the commission's program.

How to reach Juvenile Services Commission, Student Retention Initiative and Great Start:

Call the new Oregon Children and Youth Services Commission at 503-373-1283

ISSUE BACKGROUND

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HELPING OREGONIANS WITH DEVELOPMENTAL DISABILITIES — A RENEWED COMMITMENT

In April 1987, Fairview Training Center, a state facility for people with developmental disabilities, drew headlines throughout Oregon. Unfortunately, it was not good news — the center had been decertified by the federal government for failing to meet federal health and safety standards.

Fairview serves Oregonians with mental retardation and developmental disabilities. The latter group includes those, for example, with autism, cerebral palsy and epilepsy.

To provide its services, Fairview relies on state as well as federal funds. As Oregon's economy faltered over the last eight years, however, funding for the center failed to keep pace with its needs. The result was inadequate staffing and treatment, and eventually federal decertification.

The decertification meant the loss of more than \$2 million per month in federal Medicaid funds. Needless to say, it was a significant blow to the state budget. But more than that, it was a strong message that Oregon was not meeting its obligation to those with developmental disabilities.

Despite the financial problems created by the decertification, out of this crisis has come positive action. The Fairview decertification united professionals, advocates and family members behind a plan.

This plan, dubbed "The Fairview/Community Plan," encompassed efforts in Fairview as well as in the community to provide higher quality services to Oregonians with developmental disabilities.

To finance the plan, Governor Neil Goldschmidt submitted to the 1987 Legislature and Emergency Board a

request for \$31.2 million in state funds. These funds were in addition to the \$8 million included in the original Governor's budget for similar programs submitted to the Legislature earlier in the year.

The 1987 Legislature and State Emergency Board, in turn, approved the request.

On July 31, 1987, the Federal Health Care Financing Administration restored Medicaid funding to Fairview, agreeing that the center met health and safety standards. However, federal officials cautioned that the center still had a long way to go in providing "active" treatment — programs which allow residents to lead the most productive and independent lives possible.

The challenge to upgrade Fairview is being approached aggressively. The state is committed to providing a high quality, integrated system of

services for people with developmental disabilities in Oregon. This means higher quality services at Fairview as well as expanded and improved community programs for residents leaving Fairview and those already in the community.

DEVELOPMENTAL DISABILITIES WORK GROUP

Immediately following the Fairview decertification, Governor Goldschmidt and Janice Yaden, Assistant to the Governor for Human Resources, convened a broad-based work group to prepare a plan for improving both institutional and community-based services. The group included Oregon leaders in the field of developmental disabilities, advocates, county and city officials, and parents.

Working with Department of Human Resources Director, Kevin Concannon, and Mental Health Assistant Administrator, James Toews, the work group prepared the Fairview/Community Plan for allocating the \$31.2 million budget package. It was a delicate balancing act — allocating sufficient resources to upgrade both Fairview and Oregon's community programs.

The final Fairview/Community Plan earmarked:

- \$13.9 million for Fairview,
- \$536,309 for improvements at Eastern Oregon Training Center,
- \$8.1 million to cover the loss of federal revenues from decertification, and
- \$8.5 million for community program expansion and improvements.

Here are some of the details of the plan.

EXPANDING COMMUNITY SERVICES

Community programs serve people in smaller groups and provide more individualized care than Fairview. Through community programs such

as intensive training homes, specialized foster care and supported work projects, Oregonians with developmental disabilities have more social contacts and richer, more diverse lives.

For that reason, it is the state's goal to aggressively expand Oregon's community programs. Placement in training centers such as Fairview should occur only when community resources are not available to meet a person's special needs.

The centerpiece of the Fairview/Community Plan is a project to move 300 residents out of Fairview and into newly developed community programs within the next two years.

During this same period, \$16.5 million in state funds will be invested in community programs to improve existing services and help support new services for relocated Fairview residents. These funds come from the \$8 million allotment in the Governor's original budget and the additional \$8.5 million from the Fairview budget package.

These funds will be used to:

- Provide new community services for 300 current Fairview residents,
- Develop work opportunities for

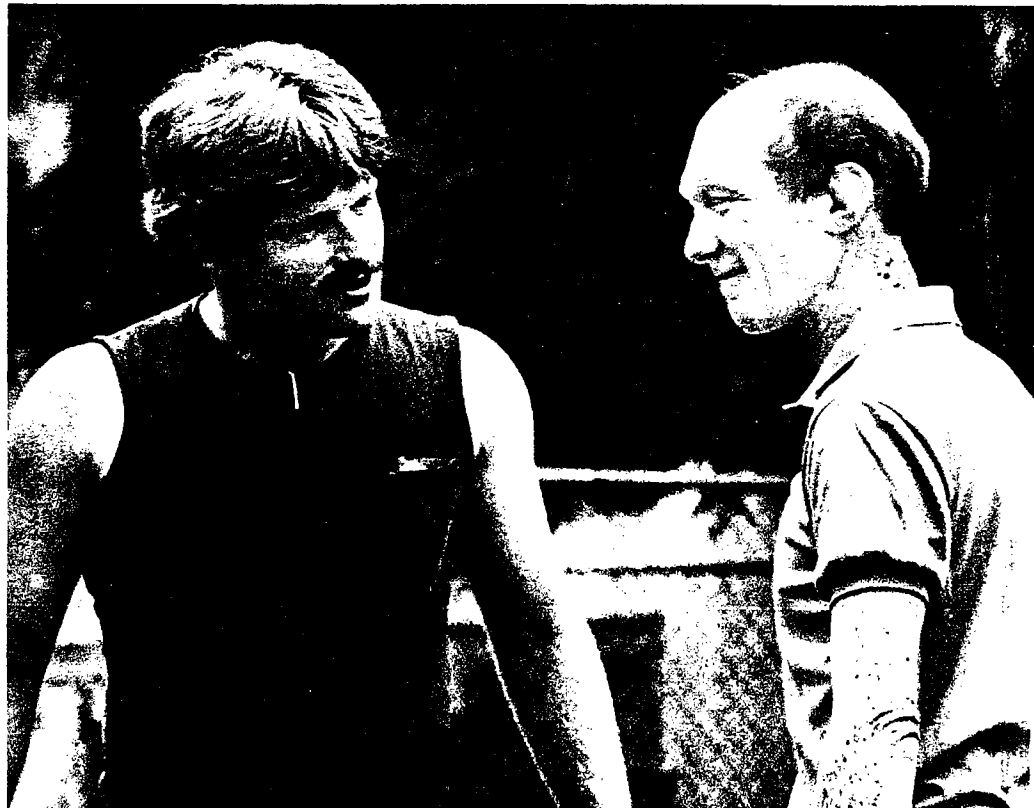
more people with developmental disabilities,

- Increase the number of county mental health workers who oversee community programs,
- Add staff to selected group homes, and increase salary levels for direct care staff,
- Initiate pilot support programs for families where a disabled child lives at home,
- Provide back-up dental care to people with severe handicaps who live in the community, and
- Provide crisis intervention services for people at risk of placement in an institution.

INCREASED STAFFING

One of the most dramatic changes at Fairview is the number of new staff. When federal officials inspected the center last spring, they indicated that low staffing levels jeopardized patients' health and safety.

As part of the plan prepared by the work group, more than 700 new workers were hired at the center, bringing the total staff level to more than 2,100. An additional 200 new



Aide Jim Boggs (left) works with Fairview resident.

NEW LEADERSHIP

A New Department of Human Resources Director

Leading this developmental disabilities initiative is Oregon's new Department of Human Resources Director, Kevin Concannon.



Concannon comes from his native state of Maine where he served for seven years as Maine's Commissioner of Mental Health and

Mental Retardation. He also was acting superintendent of Maine's largest center for people with developmental disabilities.

He first came to Oregon last April as a consultant hired to help the state get Fairview Training Center recertified. Governor Goldschmidt appointed Concannon Administrator of the Mental Health Division in May, and Department of Human Resources Director in September.

Concannon said when he came to Oregon he was struck by the contrast in the state's services for people with developmental disabilities. "While some programs in the community and at Fairview were state-of-the-art, I could also see that Fairview had many needs, both in staffing and the physical environment," he observed.

Many of those needs are now being addressed.

A New Fairview Superintendent

Dr. Linda Gustafson, a seasoned administrator of centers for people with developmental disabilities, has been selected as Fairview's new superintendent.



"She has an outstanding record, managing institutions during periods of significant change and reform," said Concannon in announcing her appointment.

Gustafson holds a Ph.D. in psychology and previously was Director of the Lincoln Developmental Center, a 500-bed facility in Lincoln, Illinois. Prior to that appointment, she served as Director of Rosewood Center for residents with developmental disabilities in Owings Mills, Maryland.

employees will be hired by February 1988.

Fairview also underwent a major management reorganization. The number of unit directors was increased, so each director would be responsible for fewer residents.

The new Fairview employees include direct care aides, psychologists, recreational therapists, social workers, and other mental retardation professionals.

SPECIALISTS HIRED

Fairview is now one of the few training centers in the nation to have a full-time neurologist on staff.

Dr. Allan Troupin, who joined the training center staff in September, specializes in epilepsy, a condition which affects about half of Fairview's residents. A full-time neurologist at Fairview helps insure early diagnosis and comprehensive treatment of residents with epilepsy.

Fairview has also hired a new Director of Quality Assurance, Dr. Sona Jerejian, who worked as a consultant at Fairview last Summer.

Dr. Jerejian has designed an ongoing method of monitoring the quality of care and treatment. Such a system is essential at a training center the size of Fairview. Under the system, each department internally reviews important aspects of care such as medication, restraint use and sanitation. External reviews also occur to spot trends and initiate corrective actions when necessary.

RESIDENT ADVOCATE

For the first time in Oregon, a full-time institutional advocate has been hired. Fairview's new resident advocate, Eva Kutas, brings both legal and special education experience to her new position.

Her job is to serve as an internal

barometer for Fairview, assuring that the human rights of Fairview's residents are met. She oversees four new committees composed of Fairview staff and community representatives designed to review the training center's services for any quality or human rights problems.

ONGOING TRAINING

Staff training is another important element of the improvements being made at Fairview. Last summer 48 professionals from throughout the state involved Fairview staff in an intensive training course. And now all direct care aides must receive more than 100 hours of training.

This enhanced training effort will continue to be a part of Fairview's future. Ongoing courses will be offered to maintain and improve employee skills as well as teach new techniques.

CHALLENGES CONTINUE

The infusion of state funds both for Fairview and community programs will translate into significant gains for Oregonians with developmental disabilities.

But even with this ambitious beginning, unserved needs remain. More than 1,000 people statewide are on waiting lists for residential

and vocational services. And each year the list grows.

The challenge is immense, and the progress made during 1987 is only a beginning. Governor Goldschmidt and the Department of Human Resources are committed to further improvements in the quality of services that Oregonians receive from the state's training centers and community programs.

"It has long been a deeply held belief in this state that society has an obligation to help those who are least able to help themselves. We will not shirk that obligation. We will reaffirm the promise John Kennedy made to those with developmental disabilities more than two decades ago, that although they may have been the victims of fate, they shall not be the victims of neglect." Neil Goldschmidt, November 1987

DEVELOPMENTAL DISABILITIES WORK GROUP

Kevin Concannon

Director, Department of Human Resources

Janice Yaden

Governor's Assistant for Human Resources

Michael Lincicum

Acting Administrator, Mental Health Division

James Toews

Assistant Administrator
Developmental Disabilities Programs
Mental Health Division

Cindy Becker

Deputy Assistant Administrator
Developmental Disabilities Programs
Mental Health Division

Charles Cannefax

Executive Director, Oregon Residential
Facilities Association

Olivia Clark

City of Salem

Phyllis Crocker

Fairview Parents and Guardians Association

Kathryn Cochrane

Fairview Parents and Guardians Association

Dan Close

Center on Human Development, University of
Oregon

Brain Delashmutt

Oregon Nurses Association

Linda Dye

Oregon Nurses Association, Fairview Training
Center

Kappy Eaton

League of Oregon Cities

Jan Curry

Former Acting Superintendent, Fairview Training Center

John Gilmore

Director, Jackson County Community Human Services

Rob Horner

College of Education, University of Oregon

Gretchen Kafoury

Multnomah County Commissioner

Tim Kral

Executive Director, Oregon Association of Rehabilitation
Facilities

Elam Lantz

Director, Oregon Developmental Disabilities Advocacy
Center

Margie Lowe

Executive Department, State of Oregon

Don Eichman

Oregon Department of Human Resources

Barbara Groves

Oregon Department of Human Resources

Alice McCartor

Director, Washington County Mental Health Program

Cecil Tibbets

American Federation of State, County and Municipal
Employees

Colleen Moen

American Federation of State, County and Municipal
Employees

Gary Smith

Multnomah County Department of Human Services

Janna Starr

Executive Director, Oregon Association for Retarded
Citizens

Ray Meyers

Salem-Keizer Public Schools

For More Information

For more information about the Fairview/Community Plan or about programs to help those with developmental disabilities call Peggy Sand at 378-2671 or write:

**Mental Health Division
2575 Bittern NE
Salem, Oregon 97310**

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July, 1987

Fighting Back:

Oregon's Criminal Justice Initiative

The Challenge

Oregon's reported crime rate has become the fifth highest in the country. Those criminals who are caught and convicted are sentenced to prisons bursting at the seams with more than twice the inmates they were built to hold.

Prison overcrowding has forced the state to release offenders well before the end of their sentence. And it's no secret. Offenders believe that even if caught, they will serve little or no time. As a result, the threat of incarceration is no longer a deterrent to crime in Oregon.

It's time to fight back — both for our own safety and for our economic well-being. The challenge is clear: we must repair the state's criminal justice system and make our streets and neighborhoods safe again.

For the most part, the problem isn't difficult to understand. Prison and parole authorities are regularly forced to release felons who aren't ready to return to society. In June 1987, for instance, there were 954 convicts on temporary release up to six months before their parole date.

Although authorities free only those criminals they believe are the least dangerous, it's still a guessing game. In fact, many of those released early commit more crimes and are often recaptured, retried and again released early. It is a vicious, expensive cycle.

There are other problems. For example, at the local level, crime investigations are being delayed because of limited personnel and equipment at the State Police Department. We have few programs to treat drug and alcohol addiction, yet many of those caught are addicts. And we are misusing the prison space we do have. Low-risk



The Eastern Oregon Correctional Institution in Pendleton. A converted hospital, the medium-security facility will be expanded by 761-beds over the next 24 months.

offenders are often sent to maximum- or medium-security facilities, taking up space that should be used for those who are truly dangerous.

Our criminal justice system today is not a system. As a result, police, district attorneys, judges and corrections officials work at odds with one another instead of together. It is inefficient and, more than that, it is dangerous.

It is time to put the system back together.

Taking the Initiative

On January 7, 1987, five days before taking office, Governor Goldschmidt announced the first major initiative of his new administration, a sweeping package of proposals aimed at regaining control of the state's criminal justice system. The package included new crime prevention and enforcement efforts

and plans to immediately expand medium- and minimum-security facilities. Also included was the creation of a task force to prepare a strategic plan addressing the long-term needs of Oregon's corrections system.

In preparing his budget, the Governor used the largest portion of available general fund monies — some \$47.5 million — on his Criminal Justice Initiative. Of that amount, \$28.6 million was for construction of medium- and minimum-security prison space.

The legislative response to the initiative was swift and positive. Democrats and Republicans joined in bipartisan approval of the major components. Here is what the approved package will do.

More Prison Space

The initiative will result in the addition of approximately 1,760 new

beds. This figure includes a 761-bed expansion of the medium-security Eastern Oregon Correctional Institution (EOCI) at Pendleton and the addition of up to 1,000 beds in new minimum-security facilities to be sited around the state. It is hoped that the EOCI expansion and 300 of the minimum-security beds will be available by July 1989.

The Legislature appropriated \$15.8 million for the expansion of EOCI and set aside \$12.5 million for the new minimum-security beds. In addition to the \$12.5 million, \$300,000 was included for renovation and night-time electronic security devices at the South Fork Forest Camp near Tillamook.

The new beds will help reduce overcrowding in existing correctional facilities, cut the number of inmates on temporary leave and provide additional beds for future needs.

Speeding Up the Process

These new beds are not the whole answer, but they are an important part of the solution in the short-term. They will serve as a bridge to the future, providing us time to do the planning that will guide the corrections system into the 1990s.

To keep the system from deteriorating further, these beds must become available as soon as possible. To get the first beds in place within 18 months, the Governor asked legislators to provide a streamlined siting process for the 1000 minimum-security beds. They agreed.

Siting of the minimum-security beds will be accomplished through an expedited process, similar to existing law for siting energy facilities.

The new facilities will be located around the state, based generally on the number of offenders from each area. The idea is to incarcerate and treat as many offenders as possible in the communities in which they live.

A local committee will nominate specific sites in each area picked for a minimum-security facility. The

three-person group will include representatives of local government, the sheriff's office, and the state Corrections Department. The group will make three nominations for specific sites. A five-person Siting Authority, selected by the Governor, will make the final site recommendation.

The sites selected will have to meet certain land use and public involvement requirements. For example, facilities would not be built on forest and farm land unless they were forest camps or farm units. Compatibility with natural features and the availability of infrastructure will also be taken into account in choosing sites. The public will be notified and given the opportunity to comment and suggest conditions for each of the proposed sites.

Task Force on Corrections Planning

A newly established Task Force on Corrections Planning is a key component of the Criminal Justice Initiative. Created by the Governor a month after taking office, the group's mission is two-fold:

First, create a plan that, among other things, identifies the types of minimum-security facilities needed and in what areas of the state they should be located. Second, develop a strategic plan addressing the long-range needs of Oregon's corrections system.

The proposed plan identifying areas for the new minimum-security beds will be published for public comment on approximately July 1 and will be completed by September 30, 1987. As described above, after the general siting areas are identified by the Task Force, local committees will nominate three specific sites in their areas, from which a Siting Authority will recommend the final locations.

The second product of the Task Force, a Strategic Corrections Plan, will be aimed at increasing the efficiency and effectiveness of the state's corrections system, and will guide its future development. This long-range plan is to be submitted to

the Governor by September 1, 1988 — in time to be included in his budget proposals to the 1989 Legislature.

Public hearings will be held throughout the state to seek the views and ideas of Oregonians in preparing this plan.

The task force will also consult closely with the Criminal Justice Council, the Corrections Department, the Community Corrections Advisory Board and other state and local government entities.

The Strategic Corrections Plan will look into:

- the need for corrections facilities and programs of all types, and alternatives to incarceration,
- which government entities should carry out various corrections responsibilities,
- changes in state law relating to corrections and the criminal justice system,
- any additional facility siting procedures the task force deems appropriate,
- data collection systems for corrections,
- relationships among various corrections agencies, and
- any other issues the Governor or the Legislature may from time to time request.

A New Corrections Department and Director

As part of the Initiative, the Governor moved the Corrections Division out of the Human Resources Department and created a separate Department of Corrections that reports directly to him.

Giving department-level status to corrections reflects the importance of the state's corrections responsibilities and the need for greater involvement and accountability on the part of the Governor.



Michael Francke, Director of Oregon's Corrections Department.

The Governor picked Michael Francke, former head of New Mexico's Corrections Department, to head up Oregon's new Department.

In addition to running New Mexico's Corrections Department, Francke served as a New Mexico District Court Judge and Deputy Attorney General.

Beefed-Up State Law Enforcement Efforts

To help the Oregon State Police better support local crime investigations, the Governor proposed, and the Legislature agreed, to increase the State Police budget by \$2.5 million. This additional funding is for crime laboratory positions and "state-of-the-art" equipment, more fingerprint examiners, improvements in narcotics investigation capacity, and other improvements in investigation and patrol.

The end result will be more timely assistance to local police on their crime investigations, tighter enforcement of narcotics laws, and a better ability to carry out other investigations assigned to the State Police.

Preventing Crime

More medium- and minimum-security facilities in the short-term,

beefed-up law enforcement efforts, and a corrections plan for the future are three critical components of the Criminal Justice Initiative. But a fourth component—crime prevention—may be the most important of all.

One of the most effective ways to prevent crime is to reduce the school dropout rate. Many of the students who drop out can't find a job and often have, or develop, drug or alcohol problems. In either case, crime often becomes their only option.

To reduce the dropout rate in Oregon schools, the Governor established the Student Retention Project, placed it in the Director's Office of the Human Resources Department and named as its head former Benton County Commissioner Barbara Ross.

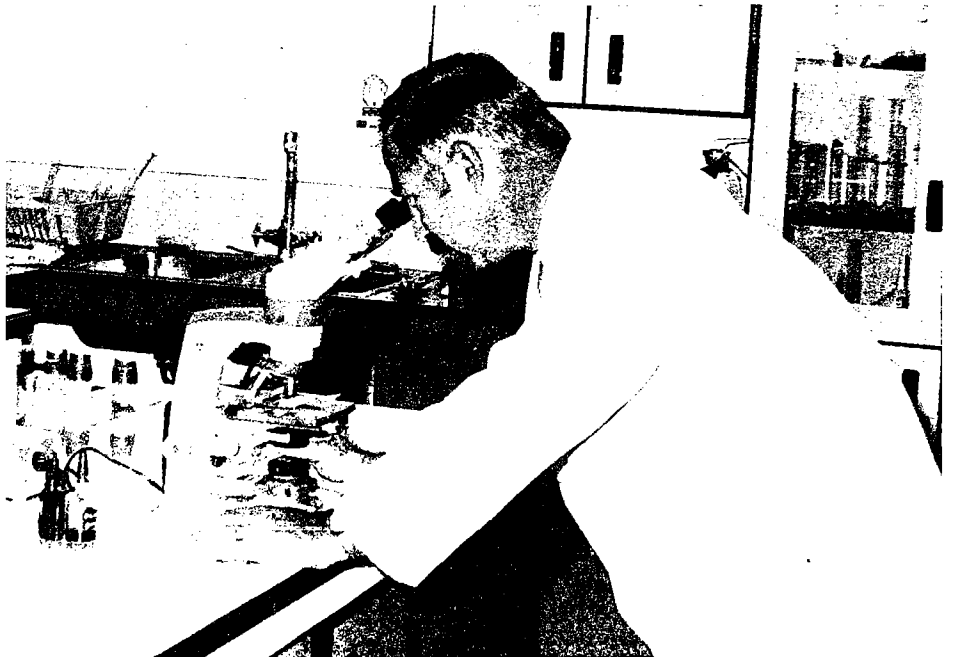
The Project is aimed at helping school districts and communities develop programs that keep young people in school. The state will provide technical assistance, information about model programs, strategies for funding, and stimulation grants to help communities begin programs for youth at risk of dropping out.

Summary

Oregon's reported crime rate, fifth highest in the country, threatens the well-being of our citizens and the state's economic growth. Today, Oregon's criminal justice system is in disarray. Overcrowding due to a lack of minimum- and medium-security bed space, few drug and alcohol treatment programs and inadequate State Police resources are some of the problems plaguing the system.

The first major initiative of the Goldschmidt Administration was an extensive package of proposals aimed at regaining control of the state's criminal justice system. Oregon's 1987 Legislature approved the major elements of the Initiative.

The approved package includes the addition of approximately 1,760 new minimum- and medium-security beds over the next 24 months, more resources for the State Police Department, creation of a Department of Corrections that reports directly to the Governor, creation of a program to help prevent crime by reducing the school dropout rate and preparation of a strategic plan that will guide future development of the state's corrections system.



The Criminal Justice Initiative will upgrade state crime laboratories with "state-of-the-art" equipment and additional staff.

Corrections Task Force Members

Chair Laird Kirkpatrick
University of Oregon Law School
professor, Eugene

Ray Allen
Director, Community Alliance Program
for Employment, Portland

Mike Burton
State Representative, Portland

Edwin I. Caleb
Klamath County District Attorney

Mark Cushing
Attorney, Tonkon, Torp, Galen,
Marmaduke & Booth, Portland

Clifford L. Freeman
Staff Attorney,
Metropolitan Public Defender, Portland

John Jelderks
Circuit Court Judge, Hood River,
Sherman, and Wasco Counties

Fred Pearce
Multnomah County Sheriff, Portland

Ann Schmidt
Executive Director, Oregon Council on
Crime & Delinquency, Portland

Ex-officio Members:

Michael Francke
Director, Corrections Department, Salem

Vern L. Faatz
Chair, State Board of Parole, Salem.

A "Working Group" of Corrections Specialists:

Mark Cushing and Ray Allen
Task Force Members

Vicki Gates
Assistant Director, Office of Program
Review, Human Resources Department,
Salem

Clint Goff
Assistant Administrator, Program Planning
and Review, Corrections Department,
Salem

Marjorie J. Lowe
Budget Analyst, Executive Department,
Salem

Dennis Maloney
Director, Deschutes County Juvenile
Department, Bend

Paul Snider
(past) Project Director, Oregon Jail
Overcrowding Project, Salem

Charles A. Tracy
Director, Department of Administration of
Justice, Portland State University, Portland

Ken Viegas
Director, Interdisciplinary Studies
(Corrections), University of Oregon,
Eugene

Billy Wasson
Director, Marion County Community
Corrections, Salem

Dale A. Weinstein
Program Director, Correctional Treatment
Programs, Mental Health Division, Salem.

Executive Director:

Peter Ozanne,
Attorney, assigned to the Executive Department, Salem

For More Information

If you would like more information on the state's efforts to improve Oregon's
criminal justice system, please call (503) 373-7557, or write:

**Department of Corrections
Communications Manager
2575 Center Street NE
Salem, Oregon 97310**

Neil Goldschmidt
NEIL GOLDSCHMIDT
GOVERNOR



January 1988

A TRADITION OF CITIZEN INVOLVEMENT

OREGON BOARDS AND COMMISSIONS



The Land Conservation and Development Commission, one of more than 200 state boards and commissions.

A Citizen Government

From the days of the early pioneers, Oregonians have demanded that their government be open and accessible to all. This demand has survived through the years, and as a result, today, Oregon is known nationally for its tradition of open government and extensive citizen participation.

Oregon's citizen legislature, composed of Oregonians who make their living in professions other than politics, is an example of this strong tradition.

But there's another important mechanism through which many Oregonians participate in the running of their state government. Today, through more than 200 boards and commissions, over 2000 Oregonians not in the employ of the

government, take an active role in the state's decisions and actions.

Most major state agencies or departments are headed by policy-making boards or commissions whose members are appointed by the Governor. Many other committees, task forces, councils and boards and commissions advise and develop policy on a diverse array of issues confronting Oregon.

Why has the board and commission system survived over the years?

Because it works! It gives state government a way of tapping the experience and talent of its citizenry, and forces it to listen and respond to new perspectives and ideas.

This document describes the different types of boards and commissions that exist, their activities and the appointment process.

There wasn't room to include details on each of the hundreds of boards and commissions that exist. That information is available in the Oregon Blue Book, published by the Secretary of State's Office.

It is hoped, however, that those who read the following pages will consider offering their time and talents and will contact the Governor's office for more information about getting involved.

A Smorgasbord of Opportunity

From the Arts Commission to the Youth Coordinating Council, opportunities for getting involved in state government span every imaginable issue.

Unfortunately, most people hear only of the major boards and commissions, such as

Transportation and Economic Development. Few know that hundreds of other boards and commissions exist and play an important role in running state government. In fact, there are boards and commissions involving everything from salmon, real estate and motorcycles to dentistry, field burning and bicycles.

A list of the state's boards and commissions appears on page 4.

A board or commission can be created by either executive order or state law. And though the reasons for creating one vary, there are four general types that can be distinguished by the kinds of activities they engage in.

- **Policymaking Boards & Commissions:** develop policy decisions and enforce regulations.

- **Advisory Boards & Commissions:** serve as advisors on policy matters.

- **Licensing Boards & Commissions:** examine and license members of a profession or occupation.

- **Judgment Boards & Commissions:** hear and rule on individual cases. (The Land Use Board of Appeals and the Public Utility Commission are examples.)

In each case, the specific responsibilities of a board or

commission are determined by the need the group fulfills in managing state government. For example, the Fish and Wildlife Commission, as a policymaking commission, develops the state's general programs and policies for managing fish and wildlife resources.

The Commission on Senior Services, on the other hand, is an example of an advisory body. Instead of making policy, this group provides advice and recommends actions related to senior services.

Whatever their specific responsibilities may be, each board and commission plays an important role in helping run state government. For those who serve, it's a role that often requires a large investment of both time and energy. And it's important to note, it's an investment that has no financial rewards.

Most boards and commissions are part-time and those who serve on them do so voluntarily, receiving only a small per-diem payment for meetings and reimbursement for some expenses. (There are only seven full-time boards and commissions whose members are paid. They are listed on page 4.)

Clearly, those who serve don't do it for financial reasons. Most give of their time and talents to make a contribution to Oregon's future.

A Balanced Approach

Most boards and commissions have specific legal requirements that members must meet. Those requirements can include years of experience or occupation. A number require that members be selected to balance broad geographic concerns and interests across the state.

Oregon boards and commissions generally range from three to ten members and are composed of a carefully balanced membership. In many cases, the members are from the profession, occupation, or group with whom the board is most directly concerned, and at least one designated "public member" who represents the interests or concerns of the general public.

Though the search for candidates can be lengthy, the appointments process is fairly simple. Interested applicants complete an appointments interest form that asks for a variety of background material, including education and work experience information.

The completed interest forms are then reviewed by the Assistant for Executive Appointments, who makes recommendations for selections to the Governor. In many cases, the Governor personally interviews the recommended candidates before making his final decisions.

For some appointments, the Governor puts together an independent selection panel to make recommendations to him on possible candidates. Usually this occurs on appointments to full-time boards and commissions or in cases where very specific expertise is required. A selection panel was used in the selection of Vern Faatz, chair of the Parole Board, for example.

By law, appointments to certain boards and commissions must be approved by the state Senate. In these cases, the appointee is interviewed first by the Senate Interim Committee on Executive Appointments. The committee then sends to the Senate a recommendation to confirm or not confirm. The appointment is not official until the full Senate has approved the appointment.

Finding Oregonians to Serve

Every month, terms expire on approximately 10 board and commissions. Members are asked to serve for only one or two terms, so there is a constant need to find new Oregonians willing to serve. In addition, every legislature creates a number of new boards, commissions and task forces that require finding new members.

In the search for new members, there is one overriding objective: get Oregon's most energetic and talented citizens to serve.

It's not an easy task. Since few know about the hundreds of boards and commissions that exist, a great deal of time must be spent letting Oregonians across the state know about the opportunities.

The job of finding Oregonians willing to serve rests with Ruth Ann



Ruth Ann Dodson

Dodson, Assistant to the Governor for Executive Appointments. She travels the state talking to civic organizations, community leaders and local business people asking them to identify citizens in their community who would make good board or commission members.

Balancing the Boards

Diversity is one of Oregon's greatest assets. Our geography, climate, local economies, and particularly, our people and their perspectives vary across the state. To be responsive to this diversity, it's important that those who serve on boards and commissions reflect the interests of all Oregonians.

Some boards and commissions are required by law to include members who reside in areas throughout the state. But that isn't enough. In selecting members for all boards and commissions, the Governor attempts to ensure that the state's various regions are represented.

During the first year of his administration, Governor Goldschmidt has made over 400 appointments to boards and commissions. Here's how those appointments represent Oregon's diversity:

Regions	Number of Appointments	Percent of Appointments	Percent of Or. Population
Portland Tri-County Area	182	44%	40%
Willamette Valley	124	30%	29%
Eastern Oregon	61	15%	14%
Southern & Coastal Oregon	39	10%	17%

Continuing An Oregon Legacy

Oregon's board and commission system, like our initiative and referendum laws and our citizen legislature, is an important tool for keeping state government in the hands of its citizens.

This system has survived over the years because it helps us meet Oregon's longstanding commitment to open and accessible state government. But there is another, more pragmatic reason for its survival; simply put, it's a smart way to run a government. Through the state boards and commissions, Oregon capitalizes on the ideas, energy and talent of all its citizens.

And that's the key — involving all of our citizens. This system works best when Oregonians from every possible background are involved. This means making sure that those who serve are men and women of all ages and races, from every region of the state — Brookings to Pendleton, Portland to Vale and all points in between.

The board and commission system is a unique Oregon legacy that works and must be continued. Its future, however, depends on citizens throughout the state stepping forward and offering to contribute their time, energy and talents.

We hope this is an offer you'll consider making.

"The board and commission system is one very important reason why Oregon has such a strong reputation for open, accessible and innovative government. By tapping the talent of citizens in every part of the state and in every imaginable profession, this system ensures our government remains both energized and open-minded."

Governor Neil Goldschmidt
January 1988

INTEREST FORM FOR EXECUTIVE APPOINTMENTS

Please complete and return form to:
Rick Ann Dole
Assistant to Governor for
Executive Appointments
Office of the Governor
State Capitol
Salem, Oregon 97310

PERSONAL DATA

NAME _____
Legal Residence _____
Business Address _____
Residence Telephone _____ Business Telephone _____
Date of Birth _____ Place of Birth _____
Applicant's Occupation _____ Spouse's Name _____

The purpose of this form is to obtain general information for use in writing articles concerning Executive Appointments by the Governor, and to assist him in making decisions concerning the qualifications of applicants for Executive Appointments. If you have a recently prepared resume or biography, please attach it to this form.

EDUCATION: School Attended (include high school) _____

Completion of an interest form is the first step in the appointment process.

FOR MORE INFORMATION on the Oregon system of boards and commissions, please call **378-3123** or write:

**Executive Appointments
Governor's Office
State Capitol Building
Salem, Oregon 97310**

STATE OF OREGON BOARDS AND COMMISSIONS

Accountancy, Board of
Administrative Hearing Commission
Agriculture, Board of
Alcohol & Drug Abuse Programs, Gov. Council on
Apprenticeship and Training Council
Architect Examiners, Board of
Arts Commission
Banking Board, State
Bargaining Unit Benefits Board
Bicentennial of the Constitution, Commission on
Bicycles, Advisory Committee
Black Affairs, Commission on
Blind, Commission for
Boiler Rules, Board of
Bond Committee, Oregon State
Bond Committee, Private Activity
Bond Limit, Adv. Council on Allocation of
State Private Activity
Boundary Commission, Lane County Local Govt.
Boundary Commission, Portland-Metro Area
Local Govt.
Boxing and Wrestling Commission
Builders Board
Capitol Planning Commission
Chemicals in the Environment, Committee on
Synthetic
Child Abuse & Neglect, Prevention, Advisory
Committee
Childcare, Commission for
China Commission, Oregon
Chiropractic Examiners, Board of
Clinical Social Workers, Board of
Columbia River Bicentennial Commission
Columbia River Gorge Commission
Community Corrections Advisory Board
Community Development Advisory Committee
Coos Bay, International Port of
Corrections Planning, Task Force on
Crime, Governor's Commission on Organized
Crime, Governor's Special Commission Against
Violence
Criminal Justice Council
DMSO Advisory Council (Inactive)
DUII, Governor's Advisory Council on
Dentistry, Board of
Deschutes River Scenic Waterway Recreation Area
Mgmt. Committee
Developmental Disabilities Planning and Advisory
Council
Disability Services, Governor's Task Force on
Dispute Resolution Advisory Council
Economic Advisors, Governor's Council of
Economic Development Commission
Economic Development Commission, Finance
Committee
Ed-Net Committee
Education, Board of
Education, Board of Higher
Education, Commission on Technical
Education, Adv. Comm. to Commission on
Technical Education
Education, State Advisory Council for Career &
Vocational
Education, Western Interstate Comm. for Higher
Education Commission of the States
Education Grants Advisory Comm., Consolidation
Electric Safety, Governor's Council on
Electrical Board
Electrologists, Advisory Council for
Employee Suggestion Awards Board
Employees' Benefit Board, State
Employees' Retirement Board, Public
Employment Appeals Board*
Employment Relations Board*
Employment and Training Policy Board
Energy Conservation Board

Energy Facility Siting Council
Energy Policy Review Comm.
Engineering Examiners, Board of
Environmental Quality Commission
Ethics Commission, Oregon Govt.
Fair Commission, State
Fair Dismissal Appeals Board
Fair Plan Association
Field Burning Advisory Comm.
Fire Standards & Accreditation Board
Fish & Wildlife Commission
Forest Conservation, Board of
Forestry, Board of
Futures Research, Commission on
Games Commission, Oregon 1998
Geology & Mineral Industries, Governing Brd.
on the Dept. of
Handicapped, Commission on the
Hanford Waste Board
Hanford Waste Advisory Committee
Hazard, Interagency Communication Council
Health Coordinating Council, Rural
Health Council, Oregon
Health, Fitness & Sports, Governor's Council for
Health, Fitness & Sports, Adv. Comm. to the
Council for
Hearing Aids, Advisory Council
Hispanic Affairs, Comm. on
Historic Columbia River Highway Advisory
Committee
Historic Preservation, Advisory Comm. on
Historical Records, Adv. Board
Housing Council, State
Humanities, Oregon Comm. for the
Information Systems, Adv. Comm.
Investment Council, Oregon
Job Training Coordinating Council
Job Training Partnership Council
Judicial Branch, Comm. on the
Judicial Fitness, Comm. on
Juvenile Justice Adv. Comm.
Juvenile Services Comm.
Korea Economic Cooperation Comm., Oregon
Land Conservation & Development Commission
Land Use Board of Appeals*
Law Enforcement Data Systems Advisory Comm.
Legal Services Corp. Advisory Council
Lewis & Clark Trail Comm., Oregon
Liability, Task Force on
Library, Board of Trustees of the Oregon State
Liquor Control Comm., Oregon
Livestock & Marketing Board
Long-Term Care, Adv. Comm.
Lottery Comm., Oregon State
Marine Board
Maritime Affairs Special, Gov.'s Adv. Committee on
Maritime Pilots, Oregon Board
Massage Technicians, State Board of
Medical Assistance for the Underprivileged,
Adv. Comm.
Medical Education Comm., Rural (Inactive)
Medical Examiners, Advisory Board
Medical Examiners, State Board of
Military Council
Mortuary and Cemetery Board, State
Motorcycle Safety, Adv. Comm.
Municipal Debt Adv. Commission, Oregon
Natural Heritage Advisory Council
Naturopathic Board of Examiners
Nursing, Board of
Nursing Home Administrators, Board of Examiners of
Occupational Disease, Advisory Committee on
Occupational Information Coordinating Comm.
Occupational Safety & Health, State Adv. Council
Occupational Therapy Licensing Board
Ocean Resource Management Task Force

Optometry, Board of
Pacific Northwest Electric Power & Conservation
Planning Council
Pacific States Radioactive Materials
Transportation Committee
Parole & Probation, Board of*
Penitentiary Industries, Board of Directors of
Pesticide Analytical & Response Center
Pharmacy, Board of
Physical Therapist Licensing Board
Plumbing Board, State
Podiatry, Advisory Council on
Police Standards & Training, Board on
Port Planning and Development Advisory Committee
Port of Portland, Board of Commissioners of the
Psychiatric Security Review Board*
Psychologist Examiners, State Board of
Public Broadcasting, Oregon Commission on
Public Health Advisory Board
Public Lands Advisory Comm.
Public Officials Compensation Comm.
Public Utility Commission*
Public Welfare Review Comm.
Racing Commission
Radioactive Waste Level Mgmt., NW Interstate
Compact on New Leases
Radiologic Technology, Board of
Real Estate Board
Recreation Trails Advisory Council, Oregon
Resource & Technology Development Corp., Brd. of
Directors
Rogue River Coordination Board
Rogue River Managing Agencies Group
Salmon Advisory Comm.
Salmon & Trout Enhancement Program, Adv.
Comm. to
Sanitarians Registration Board
Scholarship Commission
School Funding Reform, Commission on
Science Council, Governor's
Senior Services, Governor's Comm. on
Short Term Fund Board (Investment Board)
Software Industry Development Council
South Slough Estuarine Sanctuary
Management Comm.
Speech Pathology & Audiology, State Brd. of
Examiners for
Speed Control Board, State
State Accident Insurance Fund Corp., Board of
Directors
Superconducting Super Collider, Task Force on
Tax Service Examiners, State Board of
Tax Supervising & Conservation Comm. of
Multnomah County
Teacher Standards & Practices Comm.
Tourism Council, Oregon
Traffic Safety Comm.
Trail Advisory Council
Transit District Board, Lane County Mass
Transportation Comm., Oregon
Travel Information Council
Tri-Met Board
Unemployment Compensation, Adv. Council on
Uniform State Laws, Comm. on
Veterans' Affairs, Adv. Comm. to the Director of
Veterans' Affairs Committee
Veterinary Medical Examining Board
Wage & Hour Commission
Water Mgmt. Group, Strategic Task Force
Water Resources Commission
Watershed Enhancement Board, Governor's
Waterway System Committee, Scenic
Women, Governor's Commission for
Workers' Compensation Board*
Youth Conservation Corps Advisory Committee
Youth Coordinating Council

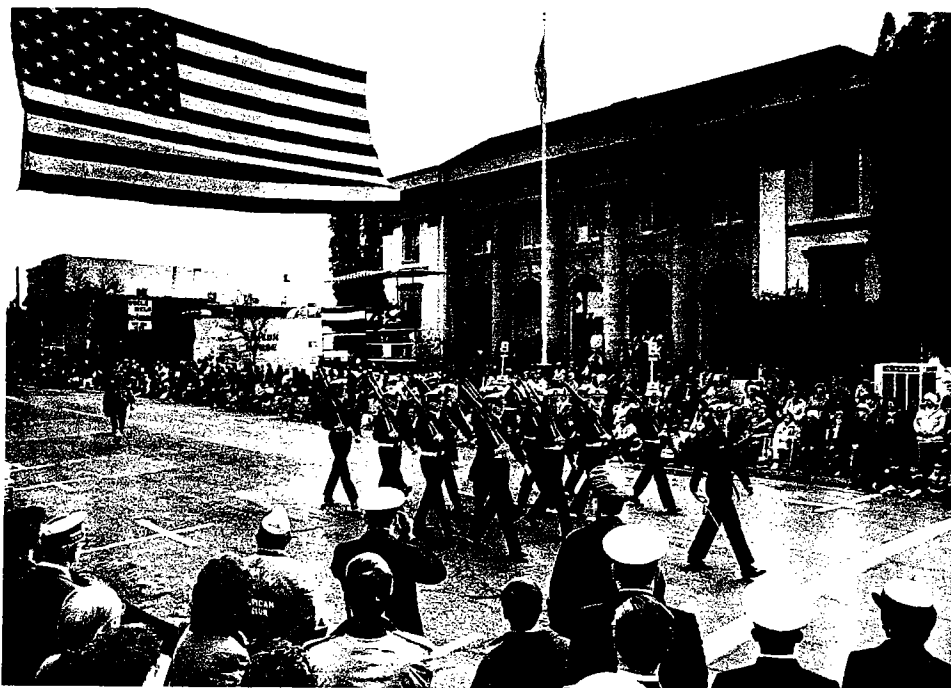
* paid board or commission

Neil Goldschmidt
NEIL GOLDSCHMIDT
GOVERNOR



January 1988

THE VETERANS' HOME LOAN PROGRAM MAKING IT WORK



Albany's Veterans Day celebration is one of the largest in the nation.

A Debt To Our Veterans

Over the years, Oregonians have served their country with honor and distinction. Many gave their lives and many more were injured. But all who served gave up years that might otherwise have been spent with their families and advancing their careers.

We owe much to Oregon's veterans.

In 1944, Oregonians decided to repay part of this debt. They created a program offering those who fought in World War II farm and home loans at 20 to 25 percent below conventional loan rates. The program was designed to compensate those who through years of military service sacrificed career advancement, and as a result might not be able to afford a home or farm.

Many felt the program, once underway, would be self-supporting. Bonds would be sold and principal and interest payments from the loans would maintain the program without support from Oregon taxpayers.

Over the next three decades, the program expanded dramatically as it moved beyond its original purpose of compensating WWII veterans. Oregonians voted in seven elections between 1950 and 1977 to increase the program's bonding authority and to broaden eligibility.

Veterans of other wars, veterans with peacetime service of diminishing length, and veterans who moved to Oregon from other states were all made eligible. Loan coverage was expanded from standard homes and farms to mobile homes, houseboats, weatherization, alternate energy devices and home improvements.

As the years passed, the program grew and the state continued to sell bonds and issue loans at reduced rates. All seemed well until the late 1970s and early 1980s when the country was struck by double-digit inflation and soaring interest rates.

Too Good To Be True

During this period, conventional mortgage rates skyrocketed, but with little effect on the home loan program. The Oregon Department of Veterans' Affairs (ODVA), the agency created in 1943 to oversee veteran programs, continued to loan money to veterans at low mortgage rates.

In 1980, for example, the ODVA lent \$1.2 billion at a mortgage rate of 5.9 percent, while the conventional mortgage rate advertised by financial institutions at the time averaged well over 10 percent. But though the ODVA was not raising its rates to veterans, the ODVA's cost of borrowing was going up.

In eight consecutive bond sales, the ODVA borrowed at 1 to 4 percent more than it was charging for new loans. And with rates so low, demand for veterans loans climbed, forcing the ODVA to accelerate its borrowing by selling more bonds.

By 1981, the Oregon veterans' program became the largest single-family lender in the United States, apart from the federal government. It seemed to be a no-lose situation: Oregon's economy boomed because of the program, and veterans received loans well below conventional rates. But the program was being driven deeply into debt.

By loaning money at rates below the cost of borrowing, the program was

losing money on every loan. However, ODVA, the legislature and others throughout the state, weren't worried. They believed the ODVA could always borrow enough to meet future bond payments.

The Good Times End

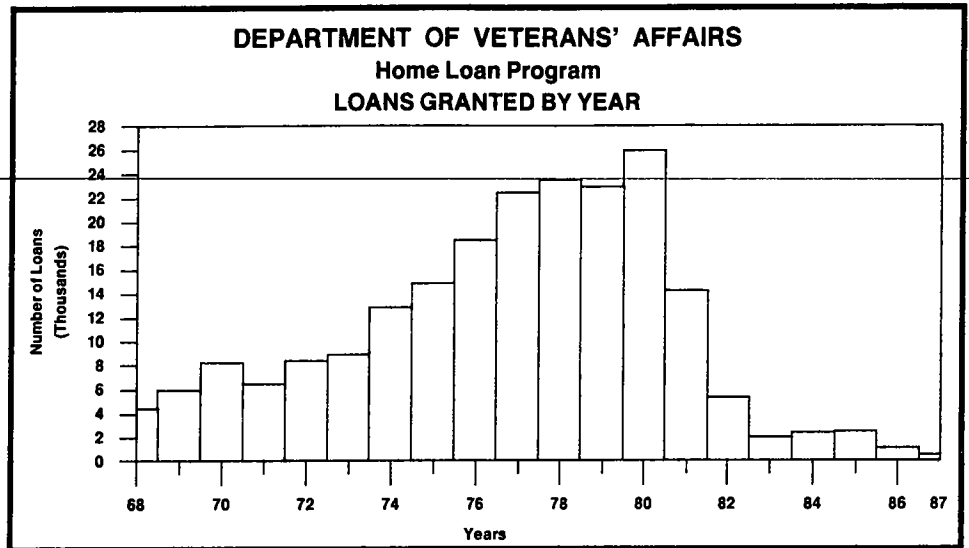
In 1980 the federal government popped the bubble. Congress passed the Mortgage Subsidy Bond Tax Act, which prohibited the state from selling bonds to cover the payments due on old bonds.

The ODVA had mortgaged the future of the program, but now had no way to pay the debt.

There were other problems with the management of the program. Under pressure from interest groups and elected officials, loans were made to many whose ability to repay them was questionable. And under the same pressures, the ODVA failed to crack down on delinquent accounts.

Since its formation, the ODVA had also provided counseling and claim assistance to veterans. Over the years, the ODVA grew in size and expanded these services. Costs for administration of the ODVA and for these other services came off the top of the bond proceeds, further reducing the ability of the home loan program to sustain itself.

There were many mistakes, and they weren't going unnoticed. In 1980 Oregon's investment rating, as set by Moody's Investors Service



The home loan program boomed between 1976 and 1980, with more than 100,000 loans issued. By 1981, the Oregon veterans' program became the largest single family lender in the United States, apart from the federal government.

(Moody's) and Standard & Poor's Corporation (S&P), was downgraded one step, from the top-rated Aaa by Moody's and AA+ by S&P, to Aa and AA respectively.

A Hidden Tax

Why are Oregon's bond ratings important? A lowered investment rating means Oregon bonds are viewed as a riskier investment; that forces the state to pay higher interest rates in order to sell bonds. And when the state pays higher interest rates, Oregon's taxpayers end up paying more.

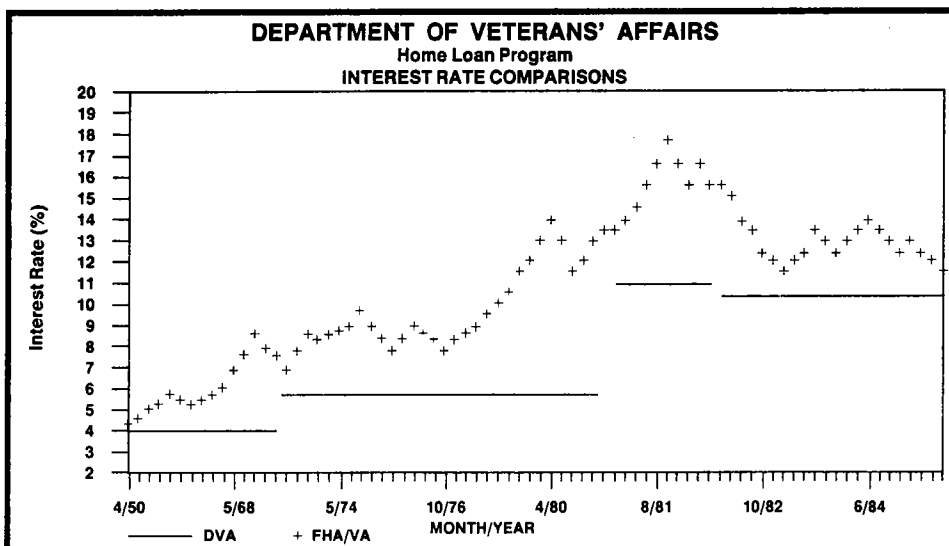
It's really a hidden tax that goes up with every drop in the bond rating. Unfortunately, those drops didn't end in 1980.

By the end of 1985, S&P had dropped Oregon's bond rating to A+, just a step above the lowest rating in the country and the lowest step that could be considered investment quality.

Oregon's taxpayers were paying for the mistakes being made with the home loan program.

Changes for an Ailing Program

Between 1981 and 1985, the ODVA and the legislature tried to get control of the problems. By the end of 1981, the loan rate to veterans was raised to 10.5 percent. For the first time in two years, the loan rate exceeded the interest paid on new bond issues.



Loans issued under the veterans' program have had significantly lower interest rates than other available mortgages. During the late-seventies and early-eighties, the difference between ODVA and other mortgage interest rates was at its greatest, spurring demand for the ODVA loans.

OREGON'S BOND RATING HISTORY

1980 Moody's and Standard & Poor's Rating Services downgrade Oregon's bond rating — Moody's from Aaa to Aa, Standard & Poor's from AA+ to AA.

1982 Moody's again downgrades Oregon's rating. This time from Aa to A1.

1985 Standard and Poor's further downgrades Oregon's rating, from AA to A+.

1987 Oregon's A1 rating from Moody's is one step above the lowest rating in the country. Oregon's A+ rating from Standard and Poor's is the lowest rating given.

But by raising the rate, demand for loans dropped dramatically. In 1981, the ODVA issued over 14,000 loans, while in 1982, after the increase in rates, only 5,264 were issued.

The 1985 Legislature took several steps to put the ailing home loan program back on sound footing. They gave the ODVA authority to restructure the debt to reduce the state's bond interest payments and to raise the interest rates by one percent on outstanding veterans' loans.

But a court ruled that veterans had to be given the option of extending the term of their mortgage to pay for the increase in rates. This would keep monthly mortgage payments from going up. Many took that option, and as a result, the ODVA won't collect the added revenue from these loans until the later years of the mortgages.

The result of these and other corrective actions was limited. By the end of 1986, it was apparent the veterans' home loan program was still headed towards serious financial troubles. And once again, those troubles were jeopardizing the state's bond rating.

Understanding the Problem

Following his election in November 1986, then Governor-elect Neil Goldschmidt appointed a task force of leading financial experts to study the veterans' home loan program and recommend actions to alleviate the financial problems.

The introduction to the task force report issued March 3, 1987, said:

"The Department of Veterans' Affairs mortgage bond program has produced significant benefits to the Oregon economy and Oregon's veterans. However, the program is now in very serious trouble. Action must be taken promptly to avoid substantial negative impacts on the economy of the State of Oregon and its future prospects for economic development."

The task force made it clear that the program is not self-supporting under any reasonable set of assumptions. In fact, without immediate action, it projected that the home loan program would experience a deficit

between \$500 million and \$1 billion by 2020.

The task force offered a number of recommendations to reduce the looming deficit, including

- **No longer financing veterans' programs, such as counseling and claim assistance, out of home loan revenues,**
- **Demanding efficient management of the the home loan program, and**
- **Creating a financial oversight committee to monitor the program.**

Without immediate action, the task force felt yet another downgrading of Oregon's bond rating was imminent. In its report, it projected that another rating drop could cost Oregon's bond issuers — the state, cities, counties and other governmental entities — \$300 to \$400 million in interest payments over the next 20 years. Eventually, those added costs would be borne by the state's taxpayers.

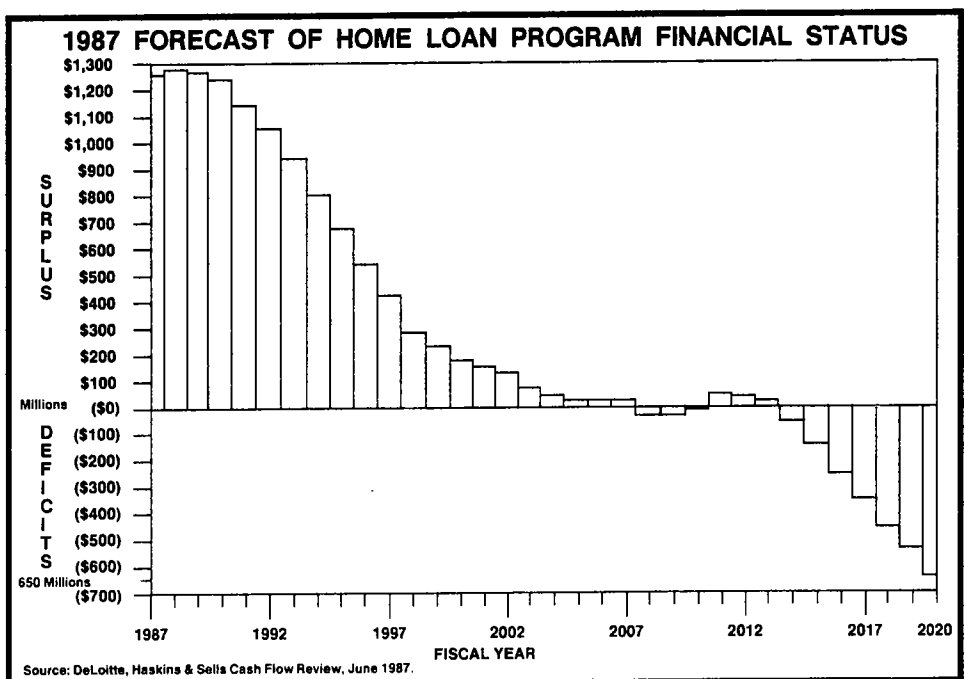
In April 1987, the Governor, State Treasurer and the Director of the Department of Veterans' Affairs went to New York to reassure bond raters that the State of Oregon was serious about taking action to fix the problems with the veterans' home loan program. The raters made it clear that the only way to forestall another drop in the state's rating was to make progress on solving the program's problems.

Taking Action

Based on the recommendations of the task force and on needs identified by the ODVA, more than 18 pieces of proposed legislation were sent to the 1987 Legislature to address problems with the veterans' home loan program.

The Legislature passed all but one of the proposals. As a result, the state will

- **Finance other veterans' programs (counseling, claim assistance, and others) out of general revenue funds instead of from loan repayments;**
- **Reduce the ODVA's 1987-89 biennium administrative budget by 20 percent, or \$7.6 million less than the 1985-87 biennium;**
- **Increase mortgage interest rates for loans that are transferred from one veteran to another and from a veteran to a non-veteran;**
- **Remove the veterans' preference on bidding for foreclosed properties so the state can sell to the highest bidder;**
- **Reduce the number of state-foreclosed properties by improving the criteria for judging the repayment prospects of loan applicants, developing an early warning system for troubled mortgages, and selling foreclosed properties sooner.**



The most recent financial forecast of the home loan program indicates that without further action a deficit of \$650 million will exist by the year 2020.

A Veterans' Affairs Commission

On October 16, 1987, Governor Goldschmidt created by executive order a seven-member Veterans' Affairs Commission. Its primary mission is to monitor the program and recommend further actions to improve the financial situation of the veterans' home loan program.

The Commission's specific duties include:

- **Reporting to the Governor at least once each quarter on the program's financial status;**
- **Assessing the future financial condition of the program;**
- **Reviewing past administrative methods and management practices;**
- **Preparing 3-, 5- and 10-year plans for operating the program;**

- **Evaluating the advisability of contracting with the private sector to perform loan services, such as application processing, payment servicing, enforcement, foreclosure and sale of properties.**

Members of the Veterans' Affairs Commission are

Commission Chair — John D. Mosser, 64, Portland, attorney and former state legislator. Mosser is also the former director of the Department of Finance and Administration and is a veteran of World War II.

State Treasurer's designee — Steve Smith, 45, Deputy State Treasurer. Smith is a member of the Private Activity Bond Committee, co-chair of the State Bonding Committee, chair of the Municipal Debt Advisory Committee and a member of the Oregon Short Term Bond Fund.

Morry J. Burford, 50, president and chief executive officer, United Savings Bank, Salem.

Furlton M. Burns, 44, parole and probation officer for Oregon State Department of Corrections, president of Salem chapter of Vietnam Veterans of America.

Lynn R. Evans, 42, senior vice president, investment and funds management, First Interstate Bank, Portland, and president of Oregon Bankers Association. Evans served as a member of the Governor's transition task force on the DVA home loan program.

Donald A. Dole, 60, Roseburg, partner in law firm Dole, Coalwell, McMillin and Clark.

Morley M. Knoll, 42, Portland, information software specialist and systems analyst, U.S. Bank.

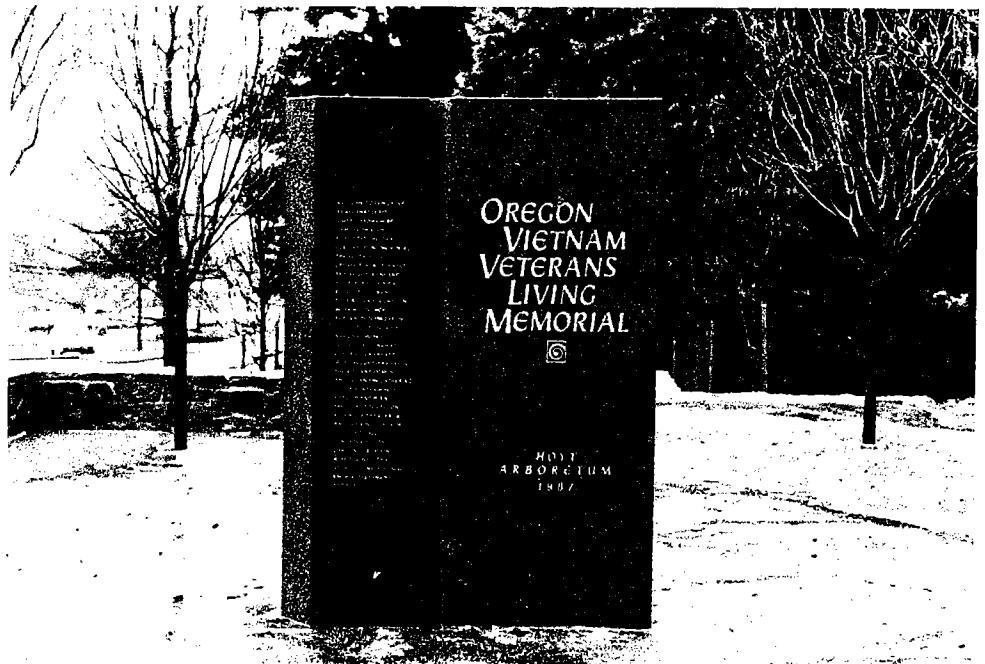
Maintaining Our Commitment

Putting the veterans' home loan program back on a sound financial footing is crucial both for Oregon's economy and for its veterans.

The commitment made since 1944 to help those Oregonians who have served our country, must be maintained. It will require immediate, aggressive actions to correct past mistakes and improve future management.

Over the coming months, the Veterans' Affairs Commission will be developing a long term management plan for the ODVA. The plan will include a study of the current and projected financial condition of the home loan program and recommendations for administrative and legislative improvements.

The Governor, State Treasurer, the new Veterans' Affairs Commission and the ODVA are committed to working together to solve the program's financial problems. Their efforts will be aimed at recreating a sound program that continues our commitment to Oregon's veterans in a fiscally prudent way.



A memorial to Oregon's Vietnam veterans was dedicated in November, 1987.

For More Information

If you would like more information on the veterans' home loan program, please call Sharon Robertson at (503) 373-2386 or write:

Sharon Robertson
Department of Veterans' Affairs
700 Summer St. NE
Salem, OR 97310

Neil Goldschmidt
NEIL GOLDSCHMIDT
GOVERNOR



March 1988

HELPING THE MENTALLY ILL

OREGON'S NEW CIVIL COMMITMENT LAW

New Help Through a New Law

Each year hundreds of persons, victims of chronic mental illnesses like schizophrenia, find themselves living in alleys or under bridges, eating out of garbage cans, and suffering from lethal, but treatable, medical conditions.

Often, their mental illness causes them to refuse help of any kind. As a consequence, their families have in the past had to watch in anguish, as they deteriorated for weeks or even months before being able to get help.

Behind this tragic situation was an Oregon law which said that, despite signs of mental illness, a family could **not** get treatment for relatives refusing help, unless they became dangerous to themselves or others.

While the law was designed to protect the rights of individuals, the result was that many of the state's most seriously ill citizens went untreated because their illness prevented them from consenting to help.

That is no longer the case. The 1987 Legislature and the Governor took the advice of concerned citizens throughout the state and revamped Oregon's civil commitment statutes.

Now, by expanding the criteria by which a person may be committed to the Mental Health Division for care and treatment, the law makes it possible to intervene earlier in the lives of hundreds of chronically mentally ill Oregonians.



Illustrative Photo

Oregon's new commitment law will allow many chronically mentally ill Oregonians to receive treatment before their conditions seriously deteriorate.

Another Look at a Troubling Problem

Over the years, advocates, family members and mental health professionals became acutely aware of the problems created by the former commitment statutes. Tragically, the old law was keeping many people with chronic mental illness from getting treatment until they did harm to others or themselves.

Both the Oregon Alliance of Advocates for the Mentally Ill and the Oregon Psychiatric Association submitted bills to change the commitment criteria during the 1985 Legislative Session. Although the legislation did not pass, the House Judiciary Committee asked for the establishment of a special task force to recommend changes.

In July 1985, a task force on civil commitment was created to evaluate

the state's civil commitment process and to make recommendations to the Administrator of the Mental Health Division.

From July 1985 to July 1986, the task force heard from eight panels representing family members and professionals who are involved in the commitment process. It also received additional testimony from 35 persons; conducted surveys of judges, investigators, and family members; and reviewed the civil commitment literature.

In September 1986, the task force published its recommendations on the civil commitment of mentally ill persons. These recommendations were reviewed by the Mental Health Division Administrator and were endorsed by a second citizen's group, the Interim Oversight Task Force on Civil Commitment, appointed by the Speaker of the House of Representatives and the President of the Senate.

Landmark Legislation

The 1987 Legislature had the task force recommendations drafted into a new comprehensive commitment law, House Bill 2324. The law was passed on June 28, 1987, and the new provision went into effect on January 1, 1988.

Mental health professionals throughout the nation have recognized Oregon's new civil commitment law. It is unique for the criteria specified in the law and because it has accompanying funds targeted to treat the mentally ill Oregonians who meet the criteria. Other states have pieces of the legislation, but Oregon's new law is more comprehensive.

The law expands commitment criteria, provides for outpatient commitment and increases the amount of information available to judges at commitment hearings. It also corrects many of the procedural problems experienced with the old law.

For example, under the old law, the state did not have legal representation at many commitment hearings. The new law ensures the state will be represented through the state Attorney General's office or the local district attorney's office.

The Commitment Criteria

Under the old law, individuals could only be committed if they were determined to be dangerous to themselves or others, or if they were unable to provide for their basic needs necessary for personal health and safety.

Commitment under the new criteria is expanded to include the diagnosis of chronic mental illness such as schizophrenia, two commitments to a state hospital during the last three years and symptoms of further mental deterioration.

"It isn't difficult to understand why the changes needed to be made; just talk to the families of those that have mental illnesses about the anguish they felt in having to stand by helplessly as their loved ones became sicker and sicker."
Governor Neil Goldschmidt,
February 1987

Civil Commitment Goals

The civil commitment process will only function effectively within a mental health system that assures the availability of quality statewide resources for evaluation, treatment, outreach and support in a prompt and continuous manner. The civil commitment task force unanimously recommended the following goals:

1. **Ensure the well-being of mentally ill persons;**
2. **Ensure that civil commitment occurs uniformly across the state in a comprehensible and expeditious manner that respects the dignity of all concerned;**
3. **Encourage, as is appropriate to the mentally ill person's needs, the provision of services in the person's community in a manner that minimizes disruption of the person's life, property, social supports, and source of income;**
4. **Encourage mentally ill persons to seek treatment voluntarily;**
5. **Protect the mentally ill person's civil rights at every step in the commitment process; and**
6. **Ensure that involuntary treatment takes place in the least restrictive setting possible.**

The Debate Continues

The new civil commitment legislation is not without controversy. Throughout the 1987 legislative session, legislators, citizens and interest groups debated the constitutionality of the expanded criteria.

Opponents of the new law feel it infringes on the civil rights of the chronically mentally ill. However, supporters feel the bill enables mentally ill Oregonians to receive earlier treatment, so that they do not deteriorate and become dangerous to themselves or others. This early treatment can often be provided in a less restrictive environment.

Governor Neil Goldschmidt encouraged the Legislature to approve the bill despite the controversy. He believed the new law made sense — it strived to protect the rights of those involved, yet made it possible for those who need help to get it.

Still, the debate continues. And it is anticipated that during the first years of implementation, House Bill 2324 may be the subject of litigation.

Statewide Training

Because the commitment statutes are completely revamped by the new

law, the Mental Health Division has set about re-training those involved in the commitment process.

During the fall of 1987, the Mental Health Division trained and certified precommitment investigators and mental health examiners. In addition, mental health professionals in community mental health programs and community hospitals, attorneys and others with an interest in civil commitment had an opportunity to attend trainings on the new law.

Funds Targeted

In addition to the changes in the law, the Legislature appropriated funds to improve services for mentally ill persons who may be eligible for commitment under the expanded criteria.

Approximately \$5 million was allocated to provide enhanced services to the more than 400 individuals the Mental Health Division has identified as being at high risk of commitment under the new law.

Since most state hospital beds have not been available to those mental patients who **voluntarily** ask for help, many of those unable to be served in the community have made their way into the state hospital under **involuntary** commitment. Still, as many as 5,000 chronically and severely mentally ill Oregonians go

How The New Civil Commitment Criteria Work

The following hypothetical case illustrates how the new criteria will work.

Louise, age 31, is an example of an allegedly mentally ill woman who fits the new criteria. She has been committed to Dammasch State Hospital twice in the last three years and was diagnosed as schizophrenic. During her more severe relapses, Louise was extremely suicidal and unable to provide for her own needs.

Since Louise's illness began in her early twenties, her mother is familiar with the signs of mental deterioration — loss of appetite, nightly pacing, agitation, failure to take medication and hearing hallucinatory voices from the radio. It is at this point that Louise's parents file a notice of mental illness, hoping that Louise can receive help before her condition deteriorates further.

Under the new legislation, as well as the former law, the civil commitment process begins with a notice of mental illness. This is filed with a county mental health program by two or more citizens, or is initiated by a "hold" being placed on a person by a peace officer or two physicians. In most instances, parents as in the case of Louise, other close

relatives or case workers file the initial notice.

Next an investigator files a report with the court. The investigators are qualified mental health professionals employed by community mental health programs. In gathering information for the report, the investigator interviews Louise. Under the new commitment law, the investigator can interview neighbors and co-workers for additional information, while under the old law the interview was limited to only the allegedly mentally ill person. However, the investigator must inform Louise of these interviews.

At this point, Louise can choose to receive voluntary treatment. The funds accompanying the new law can be used for treatment of people who meet the criteria, and volunteer for treatment rather than wait to be legally committed.

If voluntary treatment is not selected an examination takes place. The examiner is a psychiatrist, psychologist or certified mental health professional. The law provides that the examination is initiated prior to the hearing to allow a more thorough examination to occur.

The next step is a hearing before a circuit court judge. Louise is represented

by an attorney. Counsel from the district attorney's office, as well as the examiner and investigator, are also present. Family members may attend the hearings.

A circuit court judge reviews the information and determines how Louise's case will be settled. The judge may make one of the following determinations:

- **Dismiss the case, determining that Louise is not mentally ill;**
- **Put Louise on conditional release, allowing her to remain with her parents on the condition that she receive help through a community mental health program;**
- **Commit Louise to the Mental Health Division where she can receive outpatient care or care in a state hospital. Louise could also receive help and monitoring through a community program or local hospital.**

The goal of the civil commitment legislation is to treat patients like Louise earlier and in community settings before they face a severe psychotic episode. Early intervention eases the anguish of mental illness for patients, their family members and society as a whole.

unserved in the community each year.

To begin to help those left in the community, the Legislature made available an additional \$1.3 million to fund innovative programs that provide an alternative to commitment to a state hospital. Such programs include specialized crisis services, residential programs, and local hospital inpatient services

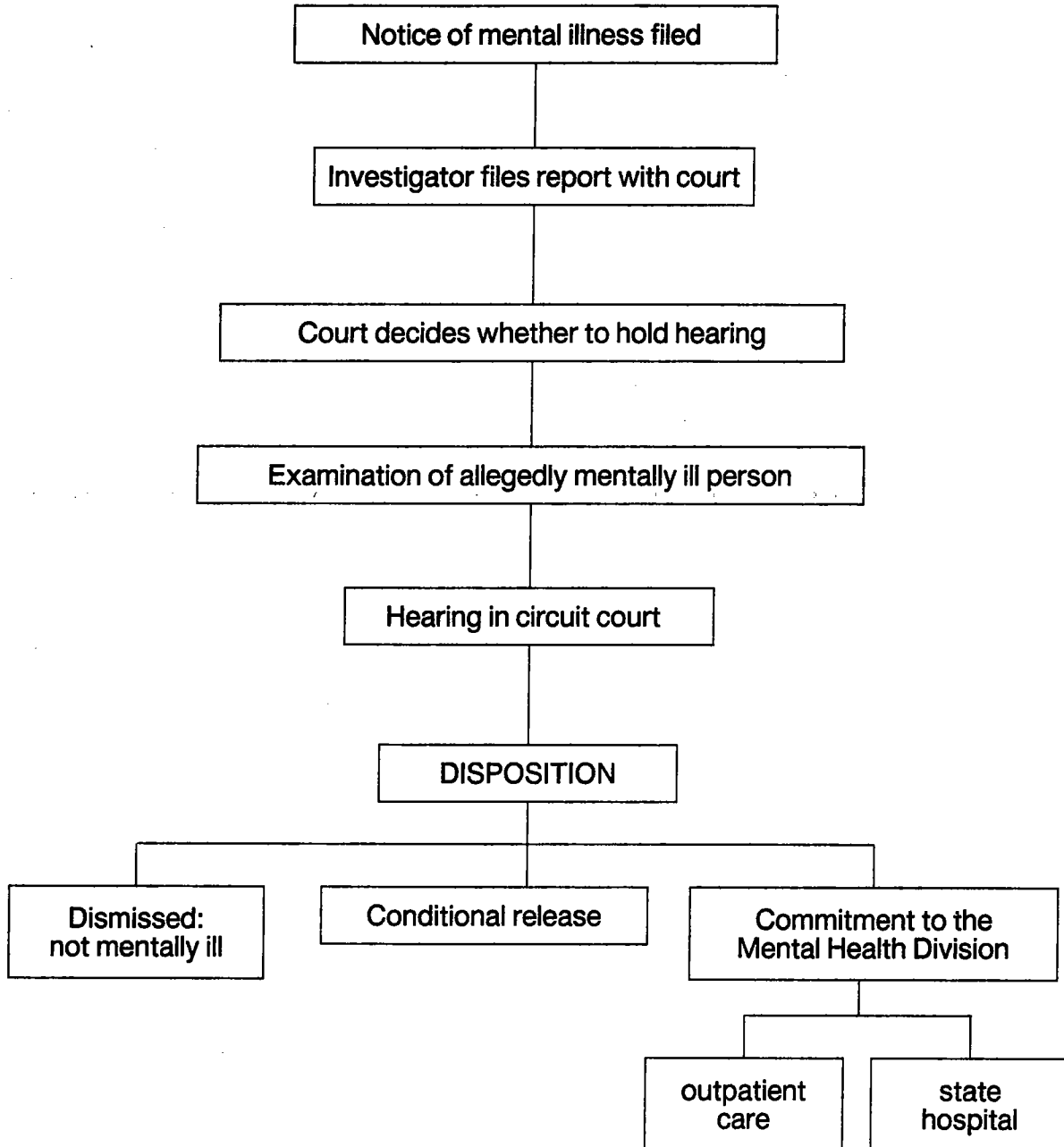
To protect the rights of the chronically mentally ill, more than \$400,000 has been allocated for more comprehensive precommitment investigations. These investigations will result in more careful screening and help ensure appropriate placements. The Legislature also set aside \$200,000 to provide for attendance of district attorneys at all commitment hearings to ensure the state is represented.

These measures should provide Oregon community mental health programs with the resources needed to implement the new law.



Marion County Circuit Judge Albin Norblad conducts a commitment hearing. The new law increases the amount of information available to judges at hearings.

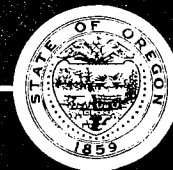
CIVIL COMMITMENT PROCESS



For More Information

For more information about the new Civil Commitment Law or about programs to help those with mental disabilities, call Brett Asmann at 378-2460 or write:

Mental Health Division
2575 Bittern NE
Salem, Oregon 97310



Neil Goldschmidt
NEIL GOLDSCHMIDT
GOVERNOR

April 1988

Building a Children's Agenda: The First Steps

"It is time for this generation of Oregonians to meet our challenge: to become stewards of the child."

As carefully as we have used and preserved, as passionately as we have cared about our forests, so must we husband and harvest the growth of talent and hope that lies within the next generations."

Neil Goldschmidt, January 1988

Why a Children's Agenda?

When the future of our environment was threatened by neglect and pollution, Oregonians met the challenge. And our efforts became a model for the nation.

Today it is our children's future that is uncertain.

Child abuse, poverty, inadequate educational opportunities, substance abuse, lack of meaningful work and recreation, and mental and physical health problems are all threatening to devastate the talent and hope of the next generations.

Repairing the damage in the human landscape is the challenge for this generation of Oregonians. For if we neglect our children's needs today, tomorrow's workforce will be unable to compete, our already overcrowded prisons will burst at the seams and our welfare rolls will snowball.

Many Oregonians are concerned about the problems facing our children. The challenge is to translate that concern into actions that will guarantee every child in every region of Oregon a greater chance for a decent life.

That is the objective of the Children's Agenda, to focus the talent and energy of Oregonians on actions that will create a better future for our children.



Every child needs someone to believe they are special.

Who will build the Children's Agenda?

Oregonians are practical people who have repeatedly proven they can solve problems in their own communities in their own ways. It is this practicality and independent thinking that gives Oregon its strength. And it is through these qualities that the Children's Agenda will be built.

Although there may be statewide programs proposed, the Children's Agenda will **not** consist solely of programs designed by state government. Every Oregon community has unique problems facing their youth and unique ways of dealing with those problems. As a consequence, the Children's Agenda must be built at the community level, by local people addressing local needs.

In reality, there will be many different Children's Agendas as communities across the state create programs to meet their own needs.

What is state government's role?

The state will serve as both catalyst and partner by encouraging communities to design their own programs and by providing development and financial assistance.

In its role as a catalyst, the state will recruit talented Oregonians to work both in their communities and with the state on problems facing our children.

Where there are obstacles or opportunities that can be addressed only at the state level, there will be legislation and programs put forth.

Due to already stretched financial resources, the state will not be able to devote enormous amounts of new funds to the Children's Agenda in the near-term.

Still, there will be a shift in funding priorities to make available monies from existing financial resources. And the state will work to create

new public/private partnerships that bring the resources of Oregon business into this effort.

If there is one lesson that can be learned from other states, it is that money is not the only answer. States far wealthier than Oregon have poured tremendous sums into human resource efforts, yet the problems persist. To succeed, our Children's Agenda must be fueled by individual commitment as much as by money.

How will the Children's Agenda be built?

Before the end of the school year, Governor Goldschmidt will have visited every region of Oregon to talk with young people, public officials, business and other community leaders, citizens involved in youth programs and citizens interested in getting involved.

This statewide tour is designed to accomplish several objectives. First, it will focus attention on the problems facing our youth and will encourage more Oregonians to get involved in the search for solutions. Second, from comments and suggestions received, the state will identify ways it can become a partner in helping communities create children's programs.

An important step in building a Children's Agenda is to identify in every community the existing services for children as well as the gaps in those services. To accomplish this, the Governor is encouraging the creation of local Children's Task Forces. Planning groups established as part of the Student Retention Initiative are helping with this effort.

The Student Retention Initiative (SRI), begun last year to encourage development of local programs aimed at reducing the dropout rate, has in place planning groups in nearly every county.

If individual cities want to put together their own Children's Task Force, they may do so. In such a case, the city's Mayor will be asked to take the lead in putting the group together.

It is hoped that the membership of the Children's Task Forces will

include parents and civic leaders as well as representatives of the juvenile justice system, education, child care organizations, drug and alcohol abuse programs, and business.

Specifically, the Task Forces will

- **Develop an inventory of existing services for children in their community;**
- **Identify needed services for children;**
- **Recommend actions that should be taken locally to fulfill those needs; and**
- **Recommend actions that should be taken by the state to support community efforts.**

The Task Forces will build on existing planning efforts and will also pass along to the state examples of successful programs that might be duplicated in other parts of Oregon.

The Task Force reports are to be submitted to the Governor by August 1988. The reports will help the state identify policy, program and budgetary changes that will be submitted to the 1989 Legislature as the state government's proposed Children's Agenda.

It is expected that a summary of the Children's Task Force reports and the proposed state actions will be distributed in January 1989.

Who is organizing the effort?

Barbara Ross, Project Director of the Student Retention Initiative, has overall coordinating responsibility for the state's effort to build a Children's Agenda.

Ruth Ann Dodson and **Gina Wood** are helping organize the Governor's Children's Agenda in the following counties: Clackamas, Clatsop, Columbia, Multnomah, Tillamook and Washington.

Pam Collins and **John Rakowitz** are working in the following counties: Benton, Coos, Curry, Lane, Lincoln, Linn, Marion, Polk and Yamhill.

Jill Thorne and **Marian Smith** are working in the following counties: Baker, Crook, Deschutes, Douglas, Gilliam, Grant, Harney, Hood River, Jackson, Jefferson, Josephine, Klamath, Lake, Malheur, Morrow, Sherman, Umatilla, Union, Wallowa, Wasco, and Wheeler.

A Few Ways You Can Help

1. **Volunteer to help a child:** Tutor a first grader. Provide a teenager a job. Read to a child in a day care center. Be a foster grandparent to a teenage mother and her child. Every child needs someone to believe they are special.
2. **Organize wholesome group activities:** Organize drug-free dances. Volunteer to help 4H, Boy Scouts or Campfire to help more youngsters, including those with special needs. Work with boys and girls clubs to create supervised after-school activities for elementary school children. Work through your business to build summer recreation programs for teenagers.
3. **Participate in community planning efforts.** Get involved in efforts to solve specific local problems. Work with parents, school administrators, and law enforcement to eliminate drug traffic in elementary and high schools. Work with the city to improve summer recreation programs for children of employed parents. By joining forces, practical solutions can be found.
4. **Help your local Children's Task Force.** Help gather information for the report to the Governor by the Children's Task Force in your area. This report can form the foundation for effective community action.

For More Information

If you would like more information either about the building of a Children's Agenda or about how you personally can get involved in helping Oregon's children, please call **373-7036**, or write:

**Children's Agenda
155 Cottage St. NE
Salem, Oregon 97310**



NEIL GOLDSCHMIDT
GOVERNOR

June 1988

REDUCING THE DROPOUT RATE:

OREGON'S STUDENT RETENTION INITIATIVE



The Cost of Dropping Out

In Oregon one out of every four high school students drops out. For those who drop out and never return, the cost to themselves and to all Oregonians is enormous.

The loss of human potential alone is an expense Oregonians cannot afford and must never accept. But there are other, more measurable costs.

Students who leave school before graduation lack the basic skills needed by today's employers. In many cases, that means the state's taxpayers must support dropouts through welfare or other public services.

Worse yet, many of those who drop out either have, or will develop, drug or alcohol problems. Crime often becomes their only option, and the state's correction system often becomes their home.

Whether it is unemployment, underemployment or crime, we all pay for the dropout problem. It's expensive, and what's more, it's unnecessary.

What Can Be Done

It is possible to reduce the number of students who drop out of Oregon schools. What it takes is first identifying at an early age "at-risk" youth (those with problems that lead to dropping out), and second, helping them overcome the problems which contribute to their leaving school.

Most who drop out are not just tired of going to school. They are youth facing serious problems that may include poor academic performance, delinquency, family problems, substance abuse, emotional problems, poverty, alienation and pregnancy.

Some Oregon communities already have effective programs to help youth deal with these problems **before** they drop out. In some cases, programs are available to help those who already have dropped out return to school or to alternative community programs.

Experience has shown many of these programs work — they keep kids in school.

What these efforts have also shown is that the earlier we help the student the better. If we can help "at-risk" youth in elementary school versus high school, we are less likely to see them drop out.

The challenge, and the purpose of the Student Retention Initiative, is to duplicate successful programs in enough school districts and communities throughout the state to significantly reduce the number of students who leave school before graduating.

How the Student Retention Initiative Works

During the 1986 gubernatorial campaign, Neil Goldschmidt promised to reduce the school dropout problem. On January 14, 1987, two days after being sworn-in, Governor Goldschmidt appointed Barbara Ross, then Benton County Commissioner, to head up the Student Retention Initiative.

The Initiative is designed to help school districts and communities throughout Oregon start programs for "at-risk" youth. To accomplish

this, it offers local areas a partnership with the state.

The state provides technical assistance, information about model programs, strategies for developing adequate local funding, and seed money to help school districts and communities start programs that help youth stay in school.

Fourteen people, representing state and local government, business, education and private citizens, are appointed by the Governor to serve on the Youth Coordinating Council. They make recommendations on Student Retention Initiative policies and grant awards.

Local teachers, professional youth counselors and community leaders have been invited to form local planning groups. These groups review local problems and youth programs already in place. From that review, they identify gaps in services and develop an action plan. School board members play a key role in setting the plan's specific goals.

The focus is on local decision-making. People from the community, not from state government, determine what the local problems are and how best to address them.

Communities may then wish to apply for funds available through three funding areas: (see chart)

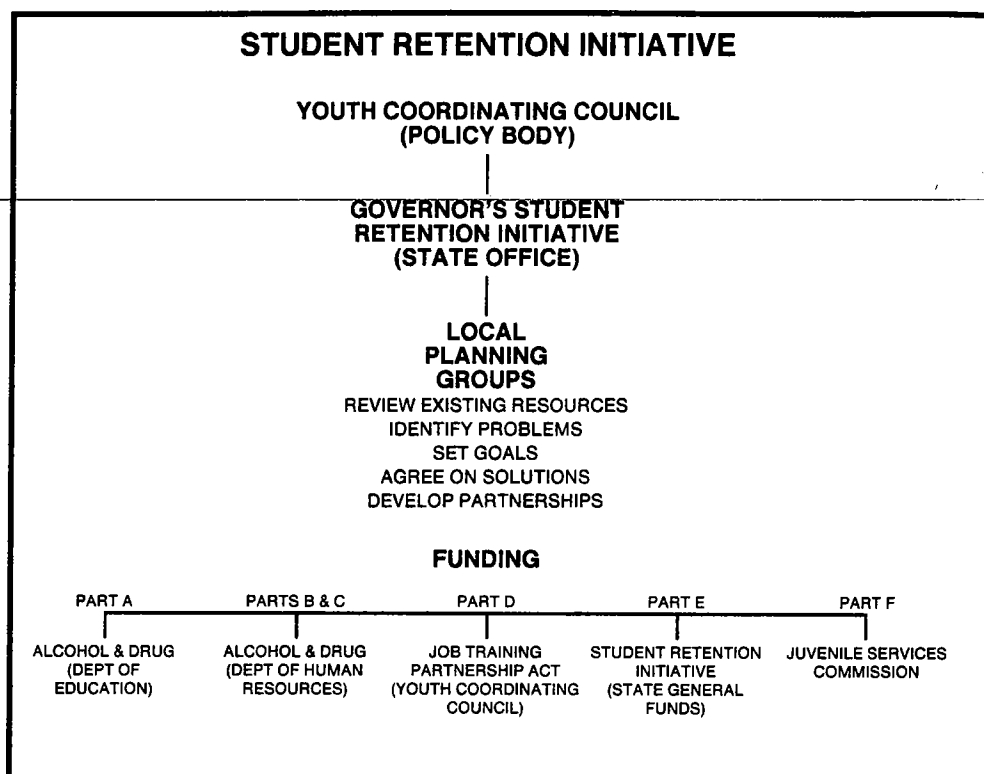
- 1) allocations to counties
- 2) allocations to school districts
- 3) competitive grants

The grant program is voluntary. Each school district decides whether or not to participate.

All projects that are developed through grant applications must be coordinated with existing services to eliminate duplication and assure effective delivery.

Where the Money Comes From and How It's Used

Recognizing the importance of reducing the state's dropout rate, the Governor and Legislature agreed to set aside nearly \$8.1 million for this Initiative during the 1987-89 budget period. This amount includes both state and federal funds.



Student Retention Goals

1. **Overall Goal:** To reduce the dropout rate to less than 10 percent by 1992 and prepare Oregon's youth to be productive employees and economically self-sufficient adults.
2. **State Government Goal:** Develop effective coordination among participating state agencies.
3. **Community Goal:** Develop partnerships between schools, state and local agencies, public and private organizations, elected officials and citizen interest groups.
4. **Program Goal:** Duplicate programs that have worked throughout the state to help young people overcome personal and social barriers and to achieve in school.
5. **Individual Goal:** Increase students' competence in basic education skills, and reduce delinquent activity and substance abuse.

Part of these monies, approximately \$4.6 million, is being used for competitive grants awarded to communities that develop the best program proposals to help keep young people in school. Individual awards average between \$30,000 and \$60,000.

This \$4.6 million consists of \$2.3 million in Federal Alcohol and Drug Funds, \$856,000 in Employment Training Funds, and \$1.5 million in state general revenue funds.

In most cases, communities contribute local funds toward the project, helping to assure that

projects will be maintained after the state grant is expended.

These grants are catalysts to help school districts and communities try out something new or replicate proven models. They are not a substitute for long-term local funding.

In addition to the competitive grants, two other sources of funds are available under the Initiative. Approximately \$2.2 million in new Federal Drug Abuse Prevention funds is being distributed to schools statewide on a per pupil basis during the 1987-89 biennium. This money can be used for programs

that help prevent students from becoming addicted to drugs, a major cause of students leaving school early.

A second source of money, \$1.2 million in Juvenile Service

Commission funds, was also approved by the Legislature for the 1987-89 budget. This money is in addition to the Commission's regular funding and will be allocated to counties under the Student Retention Initiative for programs that help "at-risk" youth.

Business/Education Partnerships Established

Last fall the Student Retention Initiative was awarded a grant from the U.S. Departments of Labor and Health and Human Services to set up partnerships between business and education within Oregon communities. These partnerships can involve both corporate and individual resources to provide mentors (role models), jobs for at-risk youth, stay-in-school campaigns, and other activities depending on the needs of the community.

At present, 15 communities across the state have been actively involved in setting up business/education partnership committees. These committees bring together business people, educators, city and county officials, agency representatives and others in the community to promote partnerships aimed at keeping our youth in school.

In most communities, the Chamber of Commerce and/or community services organizations have enthusiastically worked with the communities to support partnerships.

Through partnerships, communities benefit by:

- Expanding work opportunities for youth
- Increasing the self-esteem of young people
- Reducing crime and drug-related problems
- Getting businesses to relate to youth the value of education to work

Businesses benefit by:

- Having more skilled employees
- Getting education to help youth be more prepared for work

Student Retention Initiative Competitive Grant Awards

Alcohol and Drug Education (Part A)	\$953,836 Local school districts in 32 counties
Alcohol and Drug Prevention/Intervention (Part B)	\$1,031,838 For projects in 20 counties
Alcohol and Drug Treatment (Part C)	\$1,126,215 Treatment programs in 20 counties serving 2,588 youth
Youth Coordinating Council Job Training, Basic Education & Vocational Education (Part D)	\$824,000 For demonstration projects in 14 counties serving 732 youth
Governor's Dropout Prevention (Part E)	\$1,470,000 For demonstration projects in 27 counties serving 3,500 youth
Local Juvenile Services Commissions (Part F)	\$2,502,402 For local projects associated with SRI activities in 34 counties serving 11,390 youth
Grand Total	\$7,574,981

- Creating a better environment for youth to succeed in their communities
- Building a better workforce for the future

A technical assistance team is available to assist communities in forming successful partnerships. The team operates out of the Student Retention Initiative office in Salem (373-7543).

SRI and the Children's Agenda

Creation of a Children's Agenda is not a shift away from the goal of graduating 90% of the class of 1992, but rather a way to ensure that brighter, healthier and more well-motivated children are entering grade school, middle school and high school.

The Children's Task Forces will build on the many successful planning efforts previously or currently being done by local communities. SRI Groups, Juvenile Services Commissions, Early Childhood Education Committees, Health Planning Groups, Drug and Alcohol Groups and others all have information on issues and problems that the task forces can effectively

use while avoiding duplication of effort.

Dealing with the broad spectrum of problems and opportunities facing our children is the objective of the Oregon Children's Agenda.

These Children's Task Forces will study existing local services for children, explore opportunities for expanding them, and provide information to help the state become better partners in an effort to help Oregon's children.

An Investment with Dramatic Returns

More and more Oregonians are recognizing that school dropouts are a drain on society — because of missed opportunities for earnings and paying taxes, and because dropouts need financial support through welfare, corrections or other tax-supported public services.

The Student Retention Initiative is an investment that will return enormous dividends, both for our children and for Oregon's future. According to the National Governors' Association, every dollar spent on prevention of dropouts returns \$9 to society.

That's an investment Oregon can't afford to ignore.

Statewide Directory for Student Retention Initiative

<u>Contact</u>	<u>County</u>	<u>Phone</u>	<u>Contact</u>	<u>County</u>	<u>Phone</u>
Charles Wiltse School District 5-J	Baker	523-5814	Howard Ottman School District #7	Lake	947-3347
Al Krug Benton County Juvenile Department	Benton	757-6810	Rich Cook Adult and Family Services	Lane	687-7485
Steve Thompson Education Service District	Clackamas	635-0562	Katharine Sanders Lincoln County Health Department	Lincoln	265-6611
Earl Fisher Knappa High School	Clatsop	325-0151	Elaine Wells South Albany High School	Linn	967-4522
Bud Lippold Education Service District	Columbia	397-0028	Sam Banner Education Service District	Malheur	473-3138
Lowell Chamberlin Coos Education Service District	Coos	269-1611	Larry Oglesby Juvenile Services Commission	Marion	588-5291
Art Tassie Crook County Schools	Crook	447-5664	Pam Minster Juvenile Services Commission	Morrow	676-5823
Joe Taber Gold Beach Primary School	Curry	247-6311	Michael Morrissey Juvenile Services Commission	Multnomah	248-3565
Dennis Douglas Education Service District	Deschutes	382-3171	Vickie Stott Polk ESD	Polk	623-6691
Mary DeSmet Juvenile Services Commission	Douglas	440-3502	Barbara Gray Juvenile Services Commission	Sherman	442-5208
Maxine Tolmie Juvenile Services Commission	Grant	575-1515	Sue Cameron County Health Department	Tillamook	842-3413
H. J. Courtney Education Service District	Harney	573-2426	Boyd Swent Education Service District	Umatilla	276-6616
Donita Huskey Juvenile Department	Hood River	386-1030	Lenny Williams Education Service District	Union	963-4106
Carin Neibuhr Juvenile Services Commission	Jackson	776-7679	Dave Smyth Education Service District	Wallowa	426-4997
Darrell Wright 509-J School Superintendent	Jefferson	475-6192	Gary Dennerline Learning House Tutorial Center	Wasco	298-8548
Brian Burgess Inn Between	Josephine	474-5404	Lee Christiansen Education Service District	Washington	645-4242
Bill Leary Ponderosa Jr. High School	Klamath	883-4740	Chris Johnson Mental Health	Yamhill	472-9371 (Ext. 557)

For More Information

If you would like more information on the Student Retention Initiative, please Call Barbara Ross or Ted Coonfield at (503) 373-1570 or write:

**Student Retention Initiative
Department of Human Resources
318 Public Service Building
Salem, Oregon 97310**

"An educated workforce is the cornerstone of our economy. That's why reducing the dropout rate is so critical both for our youth and our state. It is a problem that must be addressed in every community through good planning and cooperation among all concerned groups."

Governor Neil Goldschmidt - August 1981



Neil Goldschmidt
NEIL GOLDSCHMIDT
GOVERNOR

October 1988

CRITICAL NEEDS — LIMITED RESOURCES

BUILDING OREGON'S STATE BUDGET



Governor Goldschmidt meets with corrections officials to discuss budget priorities.

The Budget Process.

Every two years, state officials draft a new blueprint for state government. Called the "biennial budget," it describes what services and programs the state will invest in and how the funds will be raised to pay for them. And like a family's budget, the bottom line must balance — revenues must equal expenditures.

At the beginning of each odd numbered year, the legislature meets for about six months to take action on the budget and hundreds of other bills. The budget eventually approved takes effect on July 1 of that odd numbered year and runs for 24 months.

The final legislatively approved budget uses money from three categories:

- **General Funds.** Revenues collected primarily from state taxes, such as the personal and corporate income tax.
- **Federal Funds.** Revenues that come to Oregon from the federal government.
- **Other Funds.** Revenues that come from special fees and other charges for service, such as gasoline taxes or hunting and fishing licenses.

Legislative action is actually the last step in the budget development process. (See insert, page 2) State agencies are involved first. State boards and commissions contribute advice and counsel. And citizens are involved at various points. Eventually, by state law, the governor is directed to develop a "recommended budget" and present it to the legislature and to the public in advance of each legislative session.

This document then sets the stage for legislative review of the entire state budget plan, including how revenue is raised and how it is used. This occurs primarily in two legislative committees — the Revenue Committees in the State Senate and House and the Joint Ways and Means Committee — but involves all members of the legislature who vote on tax and appropriation bills.

State agencies take their budget development process seriously, for they depend on legislative authorization for all their programs and services. Therefore, it is important to make a good case for why programs are needed, and to convince the governor and the legislature to invest in them.

The Governor's Role.

The 1989-91 budget will be the first that Governor Neil Goldschmidt will write from the beginning.

Last time, he inherited budget recommendations from the previous administration on how to spend approximately \$3.7 billion in state general fund money. Because of the tight time schedule, Governor Goldschmidt focused on making new recommendations for spending \$100 million of that total, chiefly for corrections, economic development, at-risk youth and mental health programs.

This time, the governor became involved early in the process to give agencies a clear idea of his priorities for the entire budget.

Often in the past, such meetings were held only after an agency had submitted its budget request. Early sessions this year enabled agencies to develop far more realistic proposals — proposals that are linked more

closely than otherwise to how much the state will have to invest.

The meetings also gave the governor an opportunity to underscore his belief that state government must operate more efficiently and focus more of its resources on a short list of priorities.

To that end, the governor instructed agencies to submit to him budget proposals that included options for 10 percent reductions in their programs. These reductions are intended to force efficiency improvements and free up resources for reinvestment in high priority initiatives, such as fighting crime and the Children's Agenda.

Two Limitations.

Two statutory limitations will have major effects on the budget development process this fall. One deals with how much can be spent. The other limits the number of state employees.

The limit on spending pertains to the "general fund" — or those dollars produced by state tax collections that are not dedicated to a particular use. Passed by the legislature in 1979, the "expenditure limit" links the level of state spending with the level of growth in the personal income of Oregonians.

But because of how the law is written, the current level of spending is linked to **past** levels of Oregonians' personal income and state government expenditures. (See page 4) This means that, even though the economy may be booming at the time the limit is calculated, it can be held down by a recession of years past.

Further, since the limit is also tied to the previous biennium's budget level, when a recession forces the state to dramatically slash its budget, the limit falls with it. This creates a new, "ratcheted down" base from which the budget can never recover.

Though it's confusing, the bottom line is this — during a recession it is possible for the expenditure limit to drop faster than it can rise when the economy is expanding.

Some might say that's good. But in fact, it has kept the state from investing in some of the bare necessities — building more prison beds, maintaining our colleges and universities and keeping those who are seriously, and often dangerously, mentally ill off the streets.

From time to time, proposals surface to change how the law works, but in the meantime, it has a major effect on the budget process.

For 1989-91, the law will allow expenditures of about \$400 million

more than in 1987-89. All of this, however, will be consumed by the cost of maintaining current state services. (See page 3)

Recent revenue projections also show that the state will collect approximately \$340 million in surplus revenue above the expenditure limit for 1989-91. Some of these funds must be set aside as an ending balance, a prudent safety margin should revenues be less than projected over the biennium. The nation's bond rating agencies encourage states to build in ending balances of from 2 to 5 percent. The 1987 Legislature set aside \$107 million, or about 2.5 percent of the budget.

Beyond the ending balance, remaining surplus funds can be used under current law only for property tax relief or debt service. This means, for example, these funds could be used to pay for a proposal by the Governor's Commission on School Funding Reform to provide \$150 million in property tax relief next biennium.

After subtracting an ending balance, possible property tax relief and debt service, the surplus revenue available above the limit could be significantly reduced. In addition, this revenue could drop further, and even disappear completely, if the economy should slow down.

If surplus funds do exist above the limit, they could not be used without breaking, modifying or repealing the expenditure limit.

Last session, the expenditure limit was broken three times in order to build prisons, to regain federal funding for the Fairview Training Center (a state facility for those with mental retardation and developmental disabilities), and for higher education and community college capital construction.

The second limitation affecting the budget applies to the number of state

employees. By law, the number can be no more than 1.5 percent of the state's population. State government will be at the maximum number of jobs in 1989-91 because of the need for additional employees to run new prison facilities and employees hired last year to gain federal recertification for Fairview.

Focusing on Priorities.

With these statutory limits on state employees and expenditures, it is clear that putting together next biennium's budget will require tough choices among a number of critical needs, many of which have been neglected for a long time.

Building and operating prisons, drug and alcohol treatment and prevention, financing schools and property tax relief, improving higher education, building a children's agenda, taking care of the mentally retarded and mentally ill, and encouraging economic development — the list of needs is long, and the competition for funds great.

And unexpected problems, such as repayment of Veteran's Home Loan funds transferred during the 1950's and 1960's and money to remove asbestos from state buildings will further reduce resources available for pressing state needs.

The governor's instruction to agencies to identify 10 percent cuts in their programs is expected to free up some additional resources. Even so, funds will be scarce, forcing the 1989-91 Governor's Budget Recommendation to focus resources on a few high priorities. At the top of the list will be investments in fighting crime and helping our children lead more productive lives.

Budget Development Steps

Step 1	September 1, 1988	State Agency Budget Requests Due
Step 2	September 1, 1988	Quarterly Economic and Revenue Forecast
Step 3	September 1, 1988 December 1, 1988	Budget Appeals and Governor's Review
Step 4	December 1, 1988	Quarterly Economic and Revenue Forecast
Step 5	December 1, 1988	Governor Releases "Recommended Budget"
Step 6	January 1989	Legislature Begins to Review Budget
Step 7	July 1, 1989	New Budget Takes Effect

Staying Even

Estimates produced by the state's Office of Economic Analysis show that the amount of the expenditure limitation will go up by \$400 million in 1989-91 over the current biennium.

Almost all of this is consumed by simply maintaining current state services and programs in 1989-91. This is not well understood, but here are the facts:

- **Basic School Support.*** It will cost about \$124 million to maintain the current state percentage contribution to the cost of operating local schools. This level of "basic school support," an offset to local property taxes, is now at 30 per cent.
- **Recertification of the Fairview Training Center.*** Last biennium, Fairview Training Center, a state facility serving Oregonians with mental retardation and developmental disabilities, was de-certified by the federal government. To regain federal funding, the governor and legislature agreed to break the expenditure limit to fund improvements. Those costs must come back under the spending limit in 1989-91. This amounts to \$30 million.
- **Previously Negotiated Salary Increases.*** Paying the full two-year cost of state employee salary increases negotiated last year will cost \$70 million. Those increases are being phased in at various dates during 1988 and 1989. The complete two-year cost will fall in 1989-91, and the state fully intends to make good on this contractual obligation. This cost does not include any salary increase that may be negotiated for the 1989-91 contract period.
- **Inflation & Phased-In Program Costs.*** It will take about \$90 million to cover to cover the normal costs of inflation currently projected at 4 percent per year for the two-year budget period. It will take another \$90 million to cover the full two-year cost of programs that started at various points during this current biennium. These are called "roll-up" costs and they include:

\$31 million to operate new minimum security facilities.

\$11.4 million to complete the expansion of the medium security Eastern Oregon Correctional Institution.

\$1.8 million to increase supervision of parolees and probationers.

\$7.8 million to create resources in the community to care for mentally retarded persons leaving Fairview Training Center.

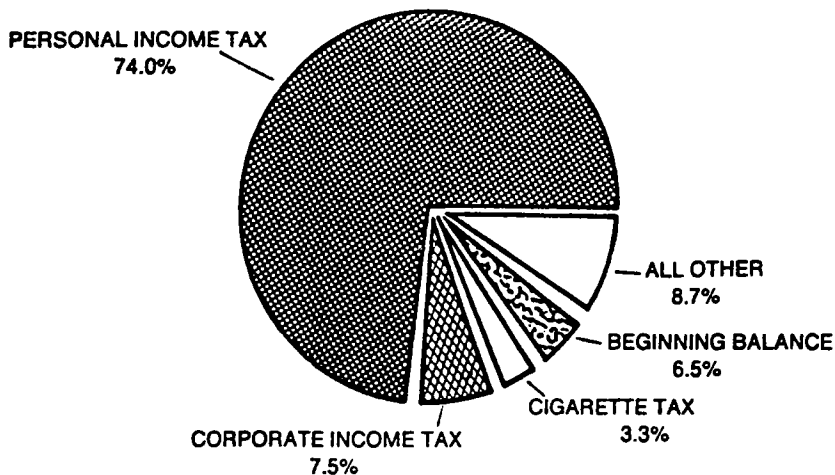
* The items listed above add up to about \$400 million, bringing total general fund spending right up to the new authorized limit in 1989-91.

1987-89 BUDGET FACTS

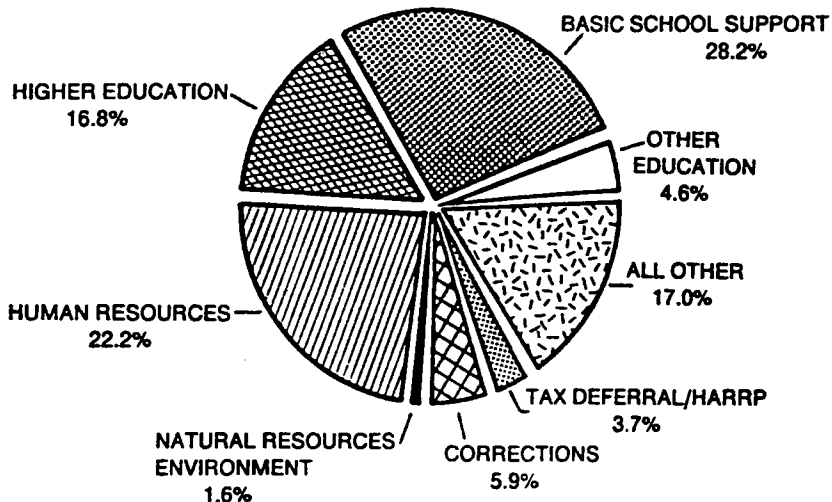
TOTAL GENERAL FUND BUDGET

\$3.7 BILLION

Where The Money Comes From



Where The Money Goes



For More Information

For more information on how the state's budget is produced call **378-3103**, or write:

Executive Department
155 Cottage Street
Salem, Oregon 97310

How The Expenditure Limit Works

As noted earlier in the Background, current estimates project that the state will receive about \$340 million above the expenditure limit. But once an ending balance, possible property tax relief and debt service is subtracted, this surplus could be significantly reduced. If the economy were to slow down, it could disappear completely.

Regardless of whether funds are available above the limit next biennium, it is important to understand how this complicated law works and how it can affect state government.

Oregon's appropriation growth limit — also known as the "expenditure limit" — was passed in 1979. The limit constrains the growth in the state budget by linking the increase in general fund expenditures to the growth of state personal income. It is a state law and is not in the Constitution.

Calculating the amount of the expenditure limit involves three steps.

STEP 1: Calculate the growth factor. The factor for any biennium is based on total Oregon personal income (the sum of the income of all Oregonians) in the prior two calendar years compared to the two years before that. Thus, the factor for the 1987-89 biennium is developed by comparing personal income during 1985 and 1986 to 1983 and 1984.

STEP 2: Calculate the base. This involves determining "subject expenditures," also known as the base. Expenditures subject to the limit are all programs financed by the general fund, excluding property tax relief and debt service.

STEP 3: Calculate the limit. This requires multiplying the base calculated in step 2 by the growth factor calculated in Step 1. The result is the spending limit.

These steps show that the limit is linked to the prior biennium's expenditures and to economic conditions that occurred as much as four years before.

Since the limit is based on the level of the prior biennium expenditures, it can, in effect, be "ratcheted down" during a recession when state spending drops.

To understand this, look at how the relationship between the state's general fund expenditures and Oregonians' personal income has changed over time. In the 1977-79 biennium, expenditures represented 6.8 percent of personal income in Oregon. Because of the recession in the early 1980's that figure had dropped to 5 percent by the 1987-89 biennium. (See graph below)

This drop in expenditures relative to personal income can never be recouped. Though the limit may go up in the future, it will never, under the current formula, exceed 5.0 percent of Oregonians' personal income. And in the future, if the budget, for one reason or another, is cut again, this percentage could drop further.

Is this good fiscal policy?

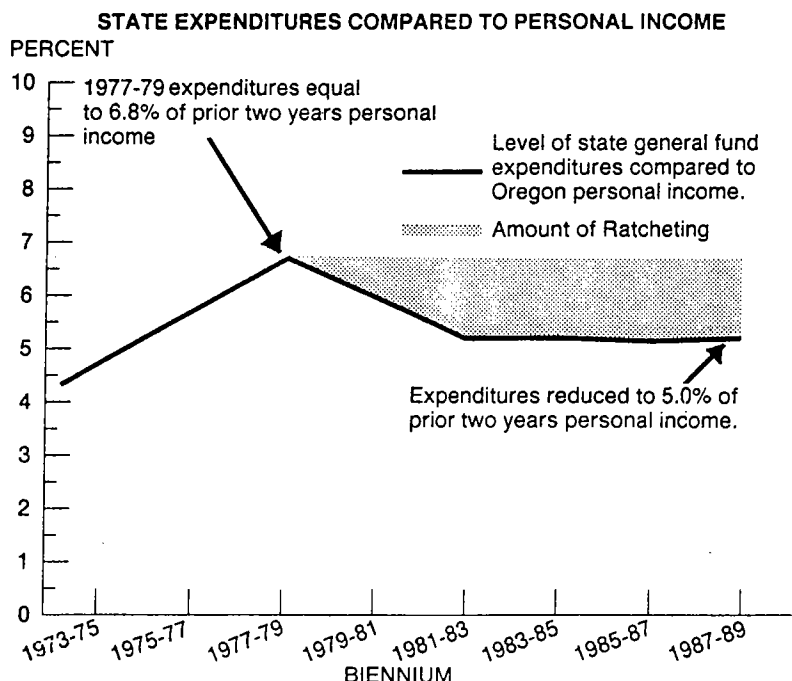
Few would argue that when times get tough, the state must cut back,

just as Oregon families must. But when a family's finances improve, they can then catch up, replacing worn out clothes or paying for car repairs put off when the money wasn't there. This isn't the case for the state.

Because of the "ratcheting down" effect, the state can never catch up when the economy improves. For example, expenditures in the 1987-89 biennium are about \$1 billion less than would be allowed if they had simply been maintained at 6.8 percent of the state's personal income. This reduction has kept the state from investing adequately in colleges and universities, prisons and facilities for the mentally ill.

The 1989-91 budget will be constrained by the limit. According to projections based on the June 1988 revenue forecast, the state will be allowed to spend about \$400 million more than last biennium. However, that money will be consumed by the cost of maintaining current state programs and services for the next two-year period. (See page 3)

The Expenditure Limits "Ratcheting Down Effect"



When a recession forces the state to cut its budget, the expenditure limit falls with it. This creates a "ratcheted down" base from which the budget can never recover. This means during a recession it is possible for the expenditure limit to drop faster than it can rise when the economy is expanding.

Neil Goldschmidt
NEIL GOLDSCHMIDT
GOVERNOR



November 1988

Protecting Our Interests

PLANNING FOR OREGON'S FEDERAL LANDS

Who Owns Oregon

More than one-half of the state of Oregon is owned by the federal government. It's a fact few think about, yet one that affects, in one way or another, almost all Oregonians.

Nearly one-third of the state's manufacturing jobs rely upon products that come from federal lands; almost all Oregonians enjoy recreation on them; and a portion of the income from these lands is returned by the federal government and is used to fuel many county government and school district budgets.

The commodities and amenities of the National Forests are massive and diverse — logs for Oregon's mills, fish and wildlife, minerals, livestock grazing, clean water and air, recreation, wild and scenic values, and fragile ecosystems including old growth timber stands.

All of Oregon is vitally affected by federal decisions on how these lands and their resources are used. And as a consequence, Oregonians should play a strong role in those decisions.

During the 1986 gubernatorial campaign, then candidate Neil Goldschmidt promised that his administration would aggressively advocate Oregon's interests in the management of federal lands within our state.

This Backgrounder describes how that commitment is being fulfilled.

National Forest Management Plans

The United States Forest Service (Forest Service) is preparing 10-year



management plans for the 13 National Forests in Oregon. The plans will decide how these federal lands will be allocated among various uses, such as timber and fish production, grazing, recreation and wilderness.

Making sure that Oregonians' interests are protected in these plans is crucial. Recognizing this, the 1987 Legislature, at the Governor's request, passed a House Joint Resolution that directed the Governor to "participate actively at all stages of federal land use planning to assure that the federal plans are consistent with state and local plans and meet the future needs of all the people of this state."

At the same time, the Governor put together a state forest planning team to do its own detailed analysis of the 13 National Forests in Oregon. Based on this analysis, the state will provide the Forest Service an "Oregon Alternative" — land use recommendations that represent the best interests of Oregonians.

Governor Goldschmidt received the assurance of Forest Service Chief Dale Robertson that Oregon's proposals will be seriously considered in the Forest Service's final planning decisions.

Preparing The Oregon Alternative

The Governor has mobilized resources throughout state government to develop the Oregon Alternatives for National Forests in the state. The Forest Planning Team includes representatives from agencies such as Forestry, Agriculture, Energy, Geology, Fish and Wildlife and Parks and Recreation as well as the Governor's Office. (See "The State's Forest Planning Team")

Oregon's proposals will be submitted in response to the "Preferred Alternative" that the Forest Service is preparing for each of the 13 Forests in Oregon and making available for public review.

Preparing the Oregon Alternative will involve four separate stages designed to ensure that decisions are based on the best technical information possible and on extensive public input.

In stage 1 of the state's effort, the forest planning team held public meetings in Estacada, Eugene, Gold Beach, Grants Pass, Hood River, John Day, Klamath Falls, Lakeview, Lebanon, Medford, Pendleton, Portland, and Roseburg. These meetings took place between the fall of 1987 and early March of 1988.

The response was great. Crowds of up to 300 people turned out, sometimes working until the early hours of the morning, to tell the traveling state team how they thought Oregon's National Forests should be managed. Letters and exhibits poured into the Governor's Office from citizens all over the state.

In stage 2, with information in hand from relevant state agencies as well as the public, the Governor's team prepared a coordinated response to each National Forest's Draft Environmental Impact Statement. This part of the effort was completed in May 1988.

Stage 3, which began in January 1988, involves the development by the state team of a "proposed" Oregon Alternative for each forest. These proposals then go through extensive public review and comment; final policy decisions are made by the Governor before the final Oregon Alternative is issued.

The Governor will submit each Oregon Alternative to the Forest Service in time to be considered in the preparation of their Final Environmental Impact Statements, the first of which is expected in the Winter of 1988-1989.

In stage 4, the Governor will test the 13 Oregon Alternatives in the aggregate against this question: Does the combination of plans provide a balance between resource production and resource protection that is in the best interest of Oregonians? If not, the Governor may adjust the Oregon Alternatives for any or all of the 13 Forests.

The state's venture into federal forest planning is making a difference. Oregonians are working together and sending a strong

The State's Forest Planning Team

In the fall of 1987, Governor Neil Goldschmidt began to set up a National Forest Planning Team. The team's main job is to pose choices to the Governor for the recommendations he'll make to the U.S. Forest Service in Oregon's behalf.

Heading that operation is **Gail Achterman** (378-3548), the Governor's Assistant for Natural Resources. Her mailing address is: Room 160, Capitol Building, Salem OR 97310.

Team members are:

K. Norman Johnson, Forest Plans Coordinator. Norm is on loan from the Oregon State University College of Forestry. He's a noted expert who created the FORPLAN (Forest Planning) computer model used nationwide to analyze forest resources. He leads the team and does the technical analysis.

Reis Hoyt, Policy Analyst. Reis is on loan from the State Department of Economic Development. She heads up the forest site inspection and economic development analysis.

Ken Johnson (not related to Norm), Public Affairs Analyst. Ken is a former newspaper editor. He solicits and evaluates public opinion regarding forest planning.

Shirley Aker, Management Assistant. Shirley is a former employe of the Oregon Legislature. She runs the office and keeps the team on its tight time schedule.

State economist **Ann Hanus** (378-3405) of the Executive Department provides the team analyses of the economic impact that various proposed Forest plans will have on geographic regions of the state.

Foresters **Bob Brown** and **Tamara Easter** and economist **Gary Lettman**, all of the State Forestry Department's Forest Resources Planning Section (378-2664), contribute analysis in specific areas.

The team also works closely with agency heads and expert staff from these 13 state agencies: Agriculture, Economic Development, Energy, Employment, Environmental Quality, Fish & Wildlife, Forestry, Geology & Mineral Industries, Intergovernmental Relations, Land Conservation & Development, Parks & Recreation, State Lands, and Water Resources.

The team's office number is **378-8127**. Write to: **Governor's National Forest Planning Team, Conference Room B, Labor & Industries Building, Salem OR 97310.**



Oregon's Forest Planning Team meets to discuss Forest Service plans for Oregon's National Forests.

message about the interests we have in federal lands. While no one may be totally satisfied with how the Oregon Alternatives balance resource production and resource protection, the effort will mean Oregon's needs and concerns play a greater role in the federal land use decisions.

The Issues

Though each of Oregon's 13 National Forests is unique in many ways, they share at least one trait: they can't supply all the products and amenities that Oregonians want from a National Forest.

For example, too much land reserved for recreation might irreparably damage one of Oregon's most important job producing industries — wood products. Grazing might damage riparian areas. And so on. These trade-offs become the issues on which the Governor must make decisions.

Below are issues that the Forest Planning Team is addressing which to some degree affect all of the Forests.

Land Allocation / Standards & Guidelines

Which National Forest lands should be used mostly for timber harvesting, developed recreation, old growth habitat, etc.? What standards and guidelines should be applied to use of the land?

Timber Management

National Forests contain a large part of the timber supply that feeds Oregon's wood products industry. In some areas, local mills are totally dependent upon a nearby National Forest for their logs. Local governments and schools depend — sometimes heavily — upon the 25 percent share of Forest receipts that is turned over to counties in which National Forests are located.

The major issues:

Allowable Sale Quantity (ASQ).

How many million board feet (MMBF) should each Forest offer for sale on an annual average over the next 10-15 years?

Even-Aged vs. Uneven-Aged

Management. How much timber on a Forest should be managed to



National Forests contain much of the timber supply that fuels Oregon's wood products industry.

produce tree stands of the same size and age, and how much should be in varied-sized stands?

Old Growth. How many old growth trees and stands of which species should we log or leave standing . . . and where and when?

Livestock Grazing

Oregon's livestock industry, a major contributor to Oregon's economy, uses the National Forests — for a fee — as grazing grounds, while using private lands to grow winter feed.

The major issues:

Forage. How many animal unit months (AUM) of grazing can the Forest sustain in terms of forage; how does this affect big game capacity; and at what cost can forage be increased?

Riparian Areas. How should cattle be managed in environmentally sensitive areas next to lakes and streams?

Water

The demands on water in the National Forests are enormous. For example, most of Oregon's fresh water supply flows from the National

Forests. Two National Forests, Mt. Hood and the Willamette, supply all of the water for Portland, Salem, and Eugene.

To get some idea of the complexity of the issue, imagine the conflicts among logging, drinking water for cities and livestock, irrigation, habitat for native and anadromous fish and for wildlife, hydroelectric energy, recreation, and aesthetic beauty.

Water temperature, turbidity, velocity, seasonality, volume, clearness, potability, and many other qualities must be considered as the team goes through the plans.

Recreation

Oregon's third largest industry, after wood products and agriculture, is tourism. Outdoor recreation is a major attraction for tourists, and is a major activity for most Oregonians. The National Forests offer a variety of outdoor recreation.

Issues involve land allocations, among wilderness, scenic, special interest and research natural areas; which areas will be developed for recreation sites or saved for dispersed recreation and visual corridors.

Fish & Wildlife

The variety of fish, big game, and other animal and plant life on the National Forests of Oregon is far greater than most people realize. Some Forests are so rich in species as to be unique in the world.

Every activity in the Forest affects its creatures and plants. As a consequence, the Forest Planning Team must consider such issues as riparian protection for fish, animals, and plant life; forage and vegetative cover for big game; and preservation of indicator species such as the spotted owl, pine marten, pileated woodpecker, and Pacific salamander.

The Goal

The National Forests in Oregon have a tremendous influence on our economic, political, social, and cultural activities. The Forest Planning Team is keenly aware of this, and is studying each issue in that light. The goal is to provide the best technical data, the best first-hand observation, the best of public opinion, and the best analysis that it can supply on each of the issues affecting our National Forests.

THE WORK PLAN

The work plan of the Forest Planning Team involves the following:

Technical Review

Get the data and get it right, so everyone is working from the same, credible base. For example, we all need to know what the impact is on log supply of keeping areas roadless or preserving old growth groves, and what impact timber harvesting has on water quality.

The team works with Forest Supervisors and staffs of Oregon's 13 National Forests to improve the data base and the analysis. They check out all concerns about technical deficiencies in the planning, as perceived by state agencies and the public.

On-Site Review

Tour the nooks and crannies of each Forest — afoot, on skis, and in on-road and off-road vehicles — to see conditions first-hand.

Public Involvement

Brief the public on this project. Then give all Oregonians a chance to voice their ideas about what should be included in the Oregon Alternative. That means talking with and asking for written information and opinion from the general public,

interested groups, local governments, other public office-holders, and Forest Service personnel.

Evaluation

Analyze in detail each Forest's plan and assess trade-offs among alternatives to forest land allocations as suggested by the public and state agencies. Analyze the Forest Service's proposed Standards & Guidelines and identify ways to monitor the management plan over the decades.

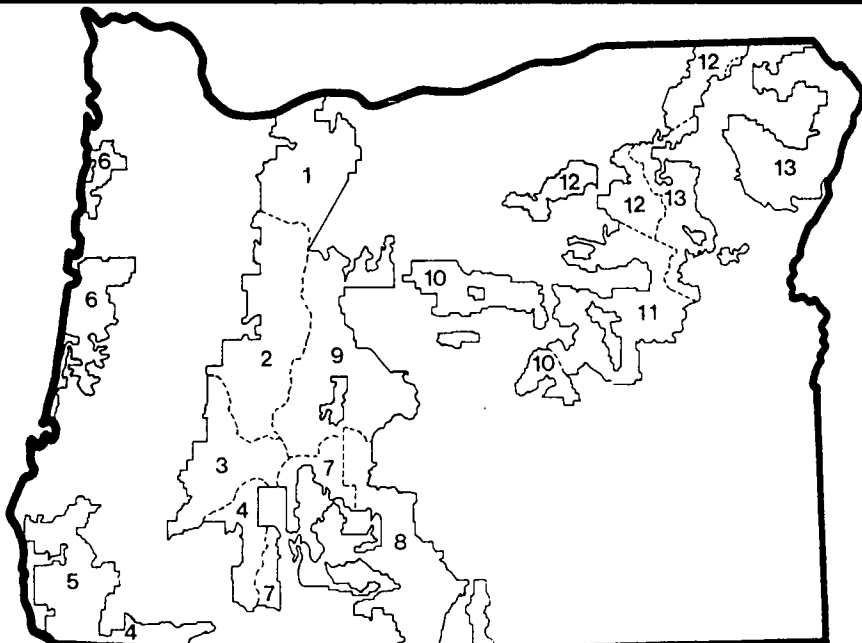
A Plan for Each Forest

After conferring with state agencies and the Governor's Office, write a proposed Oregon Alternative for each Forest and offer it for review to the public. After the Governor has reviewed the public response and made his final decisions, write the final Oregon Alternative for the Governor to submit to each National Forest Supervisor.

The Final Package

Assess impacts among the 13 individual Forest plans and the overall impact upon Oregonians of all the plans, adjust individual plans if needed, and prepare a final aggregate response for the Governor's approval and submission to the Chief of the U.S. Forest Service.

Oregon's National Forests



- 1 - Mt. Hood National Forest
- 2 - Willamette National Forest
- 3 - Umpqua National Forest
- 4 - Rogue River National Forest
- 5 - Siskiyou National Forest
- 6 - Siuslaw National Forest
- 7 - Winema National Forest
- 8 - Fremont National Forest
- 9 - Deschutes National Forest
- 10 - Ochoco National Forest
- 11 - Malheur National Forest
- 12 - Umatilla National Forest
- 13 - Wallowa-Whitman National Forest

ISSUE BACKGROUND

Neil Goldschmidt
NEIL GOLDSCHMIDT
GOVERNOR



December 1988

A NEW CONSENSUS — A NEW LAW

A BETTER WAY TO MANAGE AND PROTECT OREGON'S FORESTS



Back in 1836 after the first sawmill opened in the Oregon Territory, local residents had little need for laws that regulated timber harvesting. With less than 10,000 people in the state and a seemingly inexhaustible supply of timber, Oregonians could see no sense in spending time writing rules and regulations. They were more concerned with developing new ways to cut and use trees. But over the years, times and concerns change.

In the 1860s, Oregonians began to see the sense in regulation and drafted their first forestry law in response to concerns of the day. The Yaquina Fire had recently burned through 480,000 acres of

prime timber north of Corvallis and settlers were concerned about their lives, their possessions and their livelihood — timber.

Today, timber is still the major livelihood of Oregonians, with nearly 75,000 workers employed in a \$3 billion per-year industry. Oregon is responsible for more than 20 percent of timber production nationwide.

In the 120 years since the first forest law was passed, environmental policy and regulation have changed to address the concerns of the time. Like most other elements of Oregon life, the forest industry in Oregon has grown and become more complex. So too has environmental regulation.

House Bill 3396

During the last decade, forest landowners, representatives of the timber industry and environmentalists have become increasingly concerned about the complexity of Oregon's forest laws, especially in the relationship between the Oregon Forest Practices Act and certain land use laws.

The Oregon Forest Practices Act, originally passed in 1971, regulates the harvesting and reforestation of timber on all 12 million acres of private and state forests and on 17.5 million acres of federal forests. While the act has been widely recognized as successful, over the

years conflicts developed between some of its provisions and local land use laws.

Ordinances passed by some counties, for instance, allowed loggers to operate within 50 feet of an estuary, while the Forest Practices Act required a 100-foot separation. Other counties prohibited logging in areas where it would have been permitted under state law.

House Bill 3396, passed by the 1987 Oregon Legislature, resolves these conflicts and is the latest in a series of changes affecting the relationship between Oregonians and the nearly 30 million acres of forest land in our state. The bill was aimed at simplifying forest regulation by making one agency responsible for it, while protecting Oregon's valuable natural resources.

Building Consensus

Even before taking office, Governor-elect Neil Goldschmidt recognized these concerns in his "Oregon Comeback" plan. To begin solving the problem, Gov. Goldschmidt brought together the chairmen of the Oregon State Board of Forestry and the Land Conservation and Development Commission, and the directors of the two agencies, to seek their support and advice in resolving the issue.

From that point, the Governor's Office called together the many groups involved in the issues — environmental organizations, the forest industry, wildlife interests, counties, state agencies and representatives from the Legislature. What followed was an exercise in planning, cooperation and compromise.

The product of that successful consensus building process, House Bill 3396, was signed into law during a special ceremony on July 21, 1987.

The Board of Forestry

One year after becoming law, House Bill 3396 has already begun to change the face of forestry in Oregon. The former 12-member Board of Forestry was replaced with a seven-member board appointed by Gov. Goldschmidt in December 1987.

In addition to changing the size of the Board, the bill also specifies that no more than three of the Board members may hold financial interests in forestry. The new Board of Forestry is now working with the Oregon State Dept. of Forestry on the complex process of reviewing and implementing House Bill 3396.



Developing Administrative Rules

The first tasks for the Department of Forestry after the passage of the Bill were to develop a plan for its implementation, involve all interested parties, orient and brief the new Board of Forestry and begin the rule-making process to fully implement the Bill. Together, the Board of Forestry and the department will develop and implement many administrative rules covering 18 different topic areas. Full implementation of the Bill and a final report to the legislature are due by Nov. 1, 1990.

Implementation of House Bill 3396 requires the Board of Forestry and the Department of Forestry to develop administrative rules on topics ranging from protection of important resource sites to forest land use regulation.

Resolving Conflicts

Possibly the most important impact the bill will have on forestry in Oregon involves resolving the long-time concern about the relationship between the Oregon Forest Practices Act and existing forest land use laws. Because of House Bill 3396, forest landowners will now be able to plan their futures with the



certainty that there will be fewer conflicting laws and rules regulating forest operations.

The authors of House Bill 3396 resolved this conflict by placing sole authority for regulating commercial forestry activities in the Board of Forestry. As a result, landowners can now look to a single source for forest policy — the Board of Forestry — instead of facing often overlapping regulations, enforced by a variety of agencies.

Protecting Resource Sites

In addition to its role as forest policy maker, the Board of Forestry also has the new responsibility under House Bill 3396 to protect certain site-specific resources. The Board and the Department of Forestry are now developing information on many of these important resources, including: threatened and endangered fish and wildlife species; sensitive bird nesting, roosting and watering sites; biological sites that are ecologically and scientifically important; and significant wetland areas.

Collecting information about the specific sites needing protection is a lengthy and detailed process requiring the cooperation of all Oregon's natural resource agencies. Biologists and foresters have reviewed hundreds of documents describing important resource sites and visited many areas to collect information.

Once the selection of site specific resources to be protected is complete, the Board of Forestry will adopt rules designed to protect them. Foresters and biologists will then monitor the sites to assure there are no significant long-term impacts from logging activities.

According to the 1971 Forest Practices Act, the Department of Forestry must be notified of any forest operation. Under the new law, operations in the vicinity of these specific sites require that a complete written plan be filed with the Department, detailing how the operator intends to protect the site. Copies of the plan are then sent to interested individuals and



organizations who have asked to be notified of harvest operations in specific areas.

Administrative Appeals and Penalties

Individuals or groups objecting to the Department of Forestry's approval of individual written plans may file an administrative appeal for proposed operations within 100 feet of a major stream or 300 feet of any of the specific resource sites determined to require special protection.

Under House Bill 3396, the Board of Forestry has the responsibility to make sure these areas are protected. When violations of forest practices rules occur in any forested area the Board now has the authority to assess a civil penalty against the logging operator or contracting forest landowner. This new process will cut down on the caseload of the courts, while increasing the uniform administration and effectiveness of forest practice rules.

"Working Together

From beginning to end, the House Bill 3396 implementation process has involved hundreds of interested Oregonians. From the Board of Forestry, to its regional forest practices committees, and from early working groups to public input on important resource sites, everyone has had a voice in determining how we will regulate and protect our forest land.

Together, Oregonians from a variety of backgrounds and interests have created a landmark piece of forest policy; one that recognizes the importance of the timber industry while assuring sound management of soil, air, water, fish and wildlife resources.

Public Involvement Information

If you are concerned about the present and future of Oregon's forests, you should know how you can actively participate in major decisions affecting our state's forests. The Oregon State Board of Forestry and the State Forester want to hear from you as they make these decisions.

Here's how you can get involved: Attend work sessions and quarterly meetings of the Board of Forestry and offer your comments in the early stages of discussions on forestry issues.

Attend meetings of the regional forest practices committee in your area. Suggest new rules or rule changes, and comment on those proposed by others.

Write the Board of Forestry or State Forester with your questions and comments on current forestry issues.

Write the State Forester for the "Mailing List Request" form on which you can indicate topics, activities and forestry issues of interest to you.

Request a free bimonthly subscription to the Forest Log newsletter of the Department of Forestry which reports activities of the department and forestry issues in the state.

Visit local offices of the department and other forestry organizations to gain information on local issues.

Volunteer to serve on special advisory committees that may be formed at the local or statewide level to advise the Board of Forestry and State Forester on particular challenges.

For more information on how you can get involved, or for more information about House Bill 3396, contact:

**Public Affairs Office
Oregon State
Department of Forestry
2600 State Street
Salem, Oregon 97310
(503) 378-2562**



"The process of drafting House Bill 3396 was a classic collaborative mediation process that is the beginning of a new generation of forestry in Oregon."

—Jim Brown
State Forester



"House Bill 3396 marks the beginning of a new era for the Oregon Dept. of Forestry and a new cooperative approach to forest management issues."

—Gail Achterman
Governor's Assistant for
Natural Resources



"House Bill 3396 represents the coming together of environmental and timber interests and the State to institute new approaches in the management and protection of Oregon's forest resources. It demonstrates what can be accomplished when a consensus-building — rather than confrontational — process is used in solving problems."

—Claire A. Puchy
Executive Director
Portland Audubon Society



"House Bill 3396 demonstrates the willingness of the forest industry and the environmental community to work together on forest policy issues and the ability to come together with a consensus."

—Ward Armstrong
Executive Director
Oregon Forest Industries
Council

ISSUE BACKGROUNDER

Neil Goldschmidt
NEIL GOLDSCHMIDT
GOVERNOR



Oregon Youth Conservation Corps

December 1988

Good ideas age well



A half century ago, thousands of young Americans found respite from the Great Depression in President Franklin Roosevelt's Civilian Conservation Corps -- the "CCCs."

In Oregon, majestic Timberline Lodge is among the venerable public works legacies of the CCCs. The Corps gave young people age 16-24 more than work, meals, shelter and modest pay. It also gave them the pride and dignity that comes with honest and useful labor.

That idea was revived in 1986 by gubernatorial candidate Neil Goldschmidt. In 1987, at Governor Goldschmidt's request, the Legislature's Senate Bill 731 created Oregon's new Youth Conservation Corps. The program matches youthful spirit and willing muscles with tasks that will preserve vital natural resources.

"Conservation work programs may prove successful and cost effective both in providing jobs for young adults and in assisting land preservation and management agencies."

In two summers, OYCC has put more than 220 young people to work. They've cleared streambanks, restored fish habitats, and fought forest fires. They've built picnic tables and firepits in State parks. (A companion program in the Department of Human Resources Community Services Division employed 500 young people who weatherized 4,000 low income homes in 1988.)

OYCC is a remarkable blend of private and public resources. That blend seems to be energized by a new spirit of volunteerism and a sense that sound investments in young people almost always yield high returns. That is what Gov. Goldschmidt meant when he said during his campaign:

"State government must be a partner with each community and with private business in setting priorities." "Lasting results come only from mobilizing all our resources in harmony to achieve common goals."

This is how it all came about.

Gov. Goldschmidt signed the OYCC bill on June 15, 1987. The start of the summer work season had already begun. A program was crafted in record time by a planning group headed by the Divisions of State Parks and Employment. Other agencies included the Departments of Fish and Wildlife, Agriculture, Water Resources, Human Resources, Forestry, Education, Economic Development, and the Executive Department.

The OYCC bill called for a program supported by both public and private dollars. The State's share would run the program. Private dollars would pay Corps members' wages. In effect, Oregon would get important resource conservation done for half the cost to taxpayers.

Parks Administrator Dave Talbot hit the road and quickly raised \$150,000. In the meantime, natural resource agencies found 17 conservation projects that would provide 88 jobs. Education and Employment designed training. Employment wrote and managed project contracts. Agencies supervised the work.

Director Randy Fisher, of Fish and Wildlife, said: "The help these Youth Corps members gave our department is truly invaluable. We simply did not have the money for these projects. The results of their work will benefit Oregonians for years to come."



1987 was a good year for OYCC. 1988 was even better.

For Summer 1988, OYCC had two prime goals: more jobs and more projects in more counties. That meant finding more private dollars. OYCC's officers, board members, volunteers and staff and the Oregon Forest Industries Council raised \$240,000. That paid for 140 OYCC jobs - - including forest fire fighters - - in 35 projects in 25 counties.

Fund raising and program planning has begun for Summer 1989. OYCC Director Pamela E. Gervais will lead that effort. A nine-member Advisory Committee sets program policy and direction.

A private, non-profit corporation, Oregon Youth Conservation Corps, Inc., accepts tax-deductible donations for OYCC. Funds are raised for specific projects and granted to the supervising agency.

Mildred Schwab, former Portland City Councillor, is president of OYCC's Board of Directors. She also chairs the Advisory Committee. Ms. Schwab spent many hours leading the fund



Pamela E. Gervais



Mildred Schwab

raising efforts. And, she's committed to OYCC's future:

"The OYCC is an ideal way for citizens to invest in their own communities," Their donations create jobs for young people. Those jobs help protect our environment."

"Conservation projects promote regional

economies," she continued. "For example: new trails and improved wildlife habitats attract more tourists. Improved streams and fish stocks help our fishing industry. Fire prevention preserves our timber. When OYCC works, everyone wins," Ms. Schwab said.

As one of those winners, 16-year-old Rick Meyers of La Grande, agrees. He



spent the 1988 summer on a fire crew in Union County.

"I've had other jobs," Meyers said. "But, the OYCC has been the most challenging, rewarding, and educational of all my work experience. And, it was the most fun.

"I've fought forest fires. But more than that, I've talked to people about fire prevention and safety. OYCC has taught me team work and leadership. I've learned to appreciate natural resources. OYCC made this summer one of the most rewarding I can recall," Meyers said.

In just two summers, OYCC has made other lasting impressions.

For example, the Monument Soil and Water Conservation District in Grant County, put a OYCC crew to work in summer 1987.

District officials were impressed with the workers' willingness and the quantity and quality of their work. The District asked for another crew in 1988 and put up half the project cost itself. U.S. Bankcorp donated the balance.

The 1988 crew - - four young women and one young man, supervised by a young woman - - did even better.

The crew's mission was to stop streambank erosion on Cottonwood Creek 40 miles east of John Day. Erosion wrecks fish habitats. It lowers water quality and makes irrigation more difficult and costly. Former District chair and current OYCC board member Kevin Campbell recalls: "Cottonwood Creek needed help - - badly!"

OYCC workers planted 24 truckloads of canary grass sod along the creek. The new root networks would hold streambank soil in place. They mulched and replanted ground scarred by heavy equipment. Then they fixed broken picnic tables and built new ones. They painted and installed new road signs. They built picnic area fire pits, cut pipes for stock tanks, and built nest boxes for birds.

Campbell said the OYCC crew's effort "surpassed our wildest expectations." He said the five-person crew worked 1,920 hours out of possible 1,928. "One crew member got sick on the very last day.

Otherwise, they would have had a perfect record," Campbell recalled.

Another OYCC crew, working out of Brookings, restored a fish habitat in the Chetco River. Years back, the Chetco had carried sawlogs to downstream mills. The logs scoured the stream bottom, destroying the shallow gravel beds and deep pools needed for spawning.

The crew worked to recreate natural settings, using rocks and fallen logs. Fish will return to these areas as early as next year. That should produce a better "crop" in future years. And, better angling will help Curry County prosper. It's estimated that every fish caught brings \$80 to the local economy. The Brookings project was an investment by the Chetco Salmon and Trout Enhancement Program.

Said a local Forest Service official: "The crew built at least 60 structures to improve fish habitat. And, they helped our other crews build many more."

Here's How to Donate to the Oregon Youth Conservation Corps

You can specify that your donation be used for a special conservation project. Or, you can direct that it be put in OYCC's "general fund". It then will be used for a fish habitat enhancement or stream repair project. The project will be in a county that has a serious need for jobs for young people.

Remember, your donation to OYCC is tax deductible. Any amount will be accepted. Make checks payable to the Oregon Youth Conservation Corps, Inc.

Send to:

OYCC
Attention: Donna Watts
Employment Division
875 Union Street NE
Salem, OR 97311

For more information, call Pamela E. Gervais. Her number in Salem is 378-2038. Or, write to her at the address above.

OREGON YOUTH CONSERVATION CORPS, INC.

Board of Directors

Mildred Schwab, President*

Ms. Schwab is a former member of the Portland City Council

Janice Wilson, Vice President*

Ms. Wilson is a Senior Vice President of the First Interstate Bank

Duane Wolf, Secretary-Treasurer

Mr. Wolf owns a small business in Lake Oswego.

Ted Baker, Director

Mr. Baker is Chief Executive Officer of the Guard Publishing Company of Eugene.

Judith Bauman, Director*

Ms. Bauman is a member of the Oregon House of Representatives from Portland.

Kevin Campbell, Director

Mr. Campbell owns Howard Mercantile in Kimberly.

Bob Grim, Director

Mr. Grim owns Clearwater Beverages Company in Bend.

Bill Leavell, Director

Mr. Leavell, now retired in Canby, is a former State Director of the U.S. Bureau of Land Management.

Freddye Prophet, Director

Ms. Prophet is a civic leader and former teacher in Portland.

Joe Rudi, Director

Mr. Rudi is a former big league baseball player. He now is a Bend rancher.

Keith Wilkenson, Director

Mr. Wilkenson is a commercial fisherman. He lives in Brookings and is active in the Salmon and Trout Enhancement Program.

*Ms. Schwab, Ms. Wilson and Rep. Bauman are also members of the OYCC Advisory Committee. Other Members are:

Frank Roberts, Portland

Mr. Roberts is a member of the Oregon Senate.

Ronald Breynne, Phoenix

Mr. Breynne is Program Coordinator for the Phoenix School.

David Barrows, Portland

Mr. Barrows is President of the Oregon League of Financial Institutions.

Patricia McCaig, Salem

Ms. McCaig is Executive Assistant to Secretary of State Barbara Roberts.

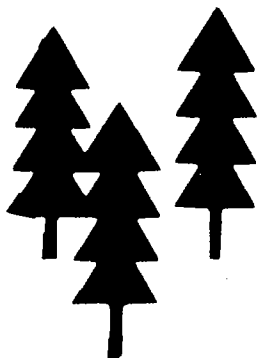
Dennis Maloney, Bend

Mr. Maloney is Director of the Deschutes County Juvenile Department.



Oregon Youth Conservation Corps Projects - Summer 1988

Location	Project	Positions	Location	Project	Positions
BENTON			JEFFERSON		
Alsea Hatchery	Hatchery operation maintenance	1	Jefferson SWCD	Stream bank restoration, Willow Creek, etc.	5
Benton County	Engine Crew Supplement	4			
CLACKAMAS			JOSEPHINE		
Sandy Hatchery	Ground & facility maintenance, fish culture activities	2	County Parks Department	Improve angler access sites	5
Clackamas County	Engine Crew Supplement	3	KLAMATH		
CLATSOP			Klamath County	Engine Crew Supplement	3
Klaskanine Hatchery	Maintenance & fish culture	1	Klamath Falls #1	Placement of instream fish habitat, water development, etc.	
Big Creek Hatchery	Maintenance & fish culture	1			
Clatsop County	Engine Crew Supplement	1	LANE		
COLUMBIA			Lane County (Veneta)	Engine Crew Supplement	6
Columbia County	Engine Crew Supplement	1	Lane County (Springfield)	Engine Crew Supplement	6
COOS			LINN		
Coos & Millicoma Rivers	Fish habitat enhancement	5	Linn County	Engine Crew Supplement	6
CROOK			MARION		
Crook County	Engine Crew Supplement	2	General Services	Grounds Maintenance	1
CURRY			MULTNOMAH		
Brookings & Gold Beach	Stream & fish habitat enhancement	5	Tryon Creek St. Park	Trail-viewing platform construction	5
Gold Beach	Fish habitat enhancement at Rogue, Sixes & Elk Rivers & Hunter & Euchre Creeks	3	Sauvie Island Wildlife Area	Develop access for hunters and fisherman, construct trails, etc.	12
Elk River Hatchery	Stream habitat improvement & general hatchery operation & maint.	1	Oaks Park	Improve wildlife habitat at Oaks Bottom Wildlife Refuge & Powell Butte	6
DOUGLAS			POLK		
Douglas County	Engine Crew Supplement	5	Polk County	Hot Shot Crew	5
GILLIAM			TILLAMOOK		
Gilliam SWCD	Park enhancement, erosion control, wildlife enhancement	5	Tillamook	Fish passage improvement, instream fish habitat, etc.	5
GRANT			UMATILLA		
Monument SWCD	Stream enhancement, erosion control (50% funding by district)	5	Umatilla County	Engine Crew Supplement	4
HOOD RIVER			UNION		
Hood River	Trail Construction	1	Union County	Hot Shot Crew	4
JACKSON			WASCO		
Jackson County	Engine Crew Supplement	5	The Dalles	Forest projects, planting vegetation water development, etc.	5
			WASHINGTON		
			Washington County	Engine Crew Supplement	1



Total Number of Projects = 36
Total Number of Counties with Projects = 25
Total Number of Youth Employed = 140

