

ANNOTATED MINUTES

*Tuesday, August 29, 1995 - 9:30 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland*

BOARD BRIEFINGS

- B-1 Community Action Program Office Year End Fiscal Report for Fiscal Year 1995. Presented by Rey España and Debbie Gruenfeld..*

REY ESPAÑA, DEBBIE GRUENFELD AND WENDY LEBOW PRESENTATION AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION.

- B-2 Portland Development Commission Review and Discussion on Proposed Economic Investment Policy Operating Principles and Proposed Enterprise Zone Investment Guidelines. Presented by Mark Clemons.*

CHRISTOPHER JUNIPER AND JESS MCKINLEY PRESENTATION AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. PDC TO SEND BOARD NOTIFICATION OF ABATEMENT APPLICATIONS AFFECTING COUNTY AND ADVISE OF SCHEDULED PUBLIC INPUT AND/OR HEARING TIMES.

*Thursday, August 31, 1995 - 9:30 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland*

REGULAR MEETING

Chair Beverly Stein convened the meeting at 9:30 a.m., with Vice-Chair Sharron Kelley and Commissioners Gary Hansen, Dan Saltzman present, and Commissioner Tanya Collier excused.

CHAIR STEIN ACKNOWLEDGED THE CONTRIBUTIONS OF THE LATE STATE REPRESENTATIVE TONY FEDERICI.

CONSENT CALENDAR

**UPON MOTION OF COMMISSIONER KELLEY,
SECONDED BY COMMISSIONER HANSEN, THE
CONSENT CALENDAR (ITEMS C-1 THROUGH C-6)
WAS UNANIMOUSLY APPROVED.**

NON-DEPARTMENTAL

- C-1 *Appointment of KATE LORE to the MULTNOMAH COUNTY
COMMUNITY ACTION COMMISSION*
- C-2 *Appointments of SHIRLEY EVANS and JAMES RAPP to the MULTNOMAH
AND WASHINGTON COUNTIES REGIONAL STRATEGIES BOARD*
- C-3 *Appointment of MAXINE THOMPSON to the MULTNOMAH
COMMISSION ON CHILDREN AND FAMILIES*
- C-4 *Appointment of GRETCHEN SCHUETTE to the REGIONAL ARTS AND
CULTURE COUNCIL*

DEPARTMENT OF HEALTH

- C-5 *Approval of Agreement 200796 with Oregon Health Sciences University
Providing Evidentiary Exams for Sexual Assault Victims Aged 14 and Older*
- C-6 *Approval of Amendment to Agreement 201004 with Oregon Health Division
and Office of Medical Assistance Programs for Six Month Extension of
MCH Hotline Operation*

REGULAR AGENDA

PUBLIC COMMENT

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

**RICK PAUL WRITTEN AND ORAL COMMENTS
REGARDING RESULTS OF 1995 MULTNOMAH
COUNTY FAIR AND SITING OF 1996 EVENT.
FRANK KNAPP COMMENTS REGARDING FAIR.
BOARD RESPONSE AND ACKNOWLEDGEMENT OF
EFFORTS OF FRIENDS OF THE FAIR.**

**RICH TONNESON WRITTEN AND ORAL
COMMENTS REQUESTING RESOLUTION OR
ENFORCEMENT OF A LAND USE POLICY ISSUE
AND RESPONSE TO BOARD EXPLANATION.**

DEPARTMENT OF HEALTH

R-2 *Recognition of Community Health Nurse LARRIE NOBLE for Thirty Years
of Service to the Multnomah County Health Department*

**JUDY BRANDEL AND CHAIR STEIN
PRESENTATION REGARDING VARIOUS
ACCOMPLISHMENTS OF LARRIE NOBLE. BOARD
GREETED, ACKNOWLEDGED AND PRESENTED
RECOGNITION AWARD TO MS. NOBLE.**

DEPARTMENT OF LIBRARY SERVICES

R-9 *RESOLUTION Supporting the Library Foundation*

**COMMISSIONER MOVED AND COMMISSIONER
SECONDED, APPROVAL OF R-9. EXPLANATION.
RESOLUTION 95-189 UNANIMOUSLY APPROVED.**

DEPARTMENT OF HEALTH

R-3 *Approval of a Notice of Intent to Apply to the Department of Agriculture
for \$50,000 to Expand the County's Women, Infants and Children's (WIC)
Supplemental Nutrition Program*

**COMMISSIONER SALTZMAN MOVED AND
COMMISSIONER KELLEY SECONDED, APPROVAL
OF R-3. ELLEN BARTHOLOMEW EXPLANATION.
NOTICE OF INTENT UNANIMOUSLY APPROVED.**

R-4 *Second Reading and Request for Adoption of an ORDINANCE to Provide
Fee Schedule Changes for Environmental Health Section of the Department
of Health*

**ORDINANCE READ BY TITLE ONLY, COPIES
AVAILABLE. COMMISSIONER SALTZMAN MOVED
AND COMMISSIONER KELLEY SECONDED,
APPROVAL OF SECOND READING AND**

**ADOPTION. NO ONE WISHED TO TESTIFY.
ORDINANCE 828 UNANIMOUSLY APPROVED.**

DISTRICT ATTORNEY'S OFFICE

R-5 *Approval of Agreement 500266 with Children's Services Division Providing Legal Consultation and Processing, Filing and Litigation Services for Termination of Parental Rights Cases in Multnomah County Juvenile Court*

COMMISSIONER KELLEY MOVED AND COMMISSIONER SALTZMAN SECONDED, APPROVAL OF R-5. JUDY PHELAN EXPLANATION AND RESPONSE TO BOARD QUESTIONS. AGREEMENT UNANIMOUSLY APPROVED.

R-6 *Approval of Notice of Intent to Apply to the Bureau of Justice Assistance for a \$275,000 Gang Organized Crime and Narcotics (OCN) Violence Enforcement Program Grant*

COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-6. MS. PHELAN EXPLANATION AND RESPONSE TO BOARD QUESTIONS. NOTICE OF INTENT UNANIMOUSLY APPROVED.

DEPARTMENT OF JUVENILE JUSTICE SERVICES

R-7 *Budget Modification DJJS 3 Authorizing Transfer of \$67,821 from Permanent to Temporary Staff and Deletion of One Full-Time Position*

COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-7. FOLLOWING MARIE EIGHMEY EXPLANATION AND RECOMMENDATION AND UPON AMENDED MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER HANSEN, THE BUDGET MODIFICATION WAS UNANIMOUSLY POSTPONED INDEFINITELY.

R-8 *Budget Modification DJJS 4 Authorizing Transfer of \$23,536 from Contract to Motor Pool to Purchase a Van to Transport Payback Program Youth to Work Sites*

COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-8. MS. EIGHMEY EXPLANATION. BUDGET MODIFICATION UNANIMOUSLY APPROVED.

NON-DEPARTMENTAL

R-10 *Second Reading and Adoption of an ORDINANCE Amending Ordinance No. 740 Relating to Benefits for Employees Not Covered by Collective Bargaining Agreement*

ORDINANCE READ BY TITLE ONLY, COPIES AVAILABLE. COMMISSIONER SALTZMAN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF SECOND READING AND ADOPTION. NO ONE WISHED TO TESTIFY. ORDINANCE 829 UNANIMOUSLY APPROVED.

R-11 *RESOLUTION Authorizing Issuance and Negotiated Sale of \$8,400,000 Certificate of Participation Anticipation Note Sale to Finance Costs of Additional Beds at the Juvenile Justice Complex*

COMMISSIONER HANSEN MOVED AND COMMISSIONER SALTZMAN SECONDED, APPROVAL OF R-11. DAVE BOYER AND BOB NILSEN EXPLANATAION AND RESPONSE TO BOARD QUESTIONS. RESOLUTION 95-190 UNANIMOUSLY APPROVED.

DEPARTMENT OF ENVIRONMENTAL SERVICES

R-12 *RESOLUTION Supporting the Portland-Astoria Interim Corridor Strategy*

COMMISSIONER SALTZMAN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-12. ED PICKERING AND JIM OWENS EXPLANATAION AND RESPONSE TO BOARD QUESTIONS. RESOLUTION 95-191 UNANIMOUSLY APPROVED.

R-13 *RESOLUTION Vacating a Portion of S.W. Radcliffe Court Situated 28.78 Feet, More or Less, North of S.W. Radcliffe Road*

**COMMISSIONER HANSEN MOVED AND
COMMISSIONER KELLEY SECONDED, APPROVAL
OF R-13. JOHN DORST EXPLANATION.
RESOLUTION 95-192 UNANIMOUSLY APPROVED.**

R-14 *Approval of Agreement 300356 with Oregon Department of Transportation,
for Reimbursement of Construction Costs of the Sauvie Island Bridge
Approach Widening Project*

**COMMISSIONER SALTZMAN MOVED AND
COMMISSIONER KELLEY SECONDED, APPROVAL
OF R-14. JEAN FEARS TESTIMONY IN SUPPORT.
STAN GHEZZI EXPLANATION AND RESPONSE TO
BOARD QUESTIONS. AGREEMENT
UNANIMOUSLY APPROVED.**

There being no further business, the meeting was adjourned at 10:20 a.m.

OFFICE OF THE BOARD CLERK
FOR MULTNOMAH COUNTY, OREGON

Deborah L. Bogstad
Deborah L. Bogstad



MULTNOMAH COUNTY OREGON

OFFICE OF THE BOARD CLERK
 SUITE 1510, PORTLAND BUILDING
 1120 SW FIFTH AVENUE
 PORTLAND, OREGON 97204
 CLERK'S OFFICE • 248-3277 • 248-5222
 FAX • (530) 248-5262

BOARD OF COUNTY COMMISSIONERS		
BEVERLY STEIN •	CHAIR	•248-3308
DAN SALTZMAN •	DISTRICT 1	• 248-5220
GARY HANSEN •	DISTRICT 2	•248-5219
TANYA COLLIER •	DISTRICT 3	•248-5217
SHARRON KELLEY •	DISTRICT 4	•248-5213

AGENDA

MEETINGS OF THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS

FOR THE WEEK OF

AUGUST 28, 1995 - SEPTEMBER 1, 1995

Tuesday, August 29 , 1995 - 9:30 AM - Board Briefings.....Page 2

Thursday, August 31 , 1995 - 9:30 AM - Regular Meeting.....Page 2

*Thursday Meetings of the Multnomah County Board of Commissioners are *cablecast* live and taped and can be seen by Cable subscribers in Multnomah County at the following times:*

Thursday, 9:30 AM, (LIVE) Channel 30
Friday, 10:00 PM, Channel 30
Sunday, 1:00 PM, Channel 30

Produced through Multnomah Community Television

INDIVIDUALS WITH DISABILITIES MAY CALL THE OFFICE OF THE BOARD CLERK AT 248-3277 OR 248-5222, OR MULTNOMAH COUNTY TDD PHONE 248-5040, FOR INFORMATION ON AVAILABLE SERVICES AND ACCESSIBILITY.

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1021 SW Fourth, Portland*

BOARD BRIEFINGS

- B-1 Community Action Program Office Year End Fiscal Report for Fiscal Year 1995. Presented by Rey España and Debbie Gruenfeld. 1 HOUR REQUESTED.*
- B-2 Portland Development Commission Review and Discussion on Proposed Economic Investment Policy Operating Principles and Proposed Enterprise Zone Investment Guidelines. Presented by Mark Clemons. 30 MINUTES REQUESTED.*
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1021 SW Fourth, Portland*

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CONSENT CALENDAR

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R-14 *Approval of Agreement 300356 with Oregon Department of Transportation, for Reimbursement of Construction Costs of the Sauvie Island Bridge Approach Widening Project*

TANYA COLLIER
Multnomah County Commissioner
District 3



1120 SW Fifth St, Suite 1500
Portland, OR 97204
(503) 248-5217

M E M O R A N D U M

TO: Board Clerks
Chair, Beverly Stein
Commissioner Gary Hansen
Commissioner Sharron Kelley
Commissioner Dan Saltzman

FROM: Stuart Farmer, Staff Assistant to Commissioner Collier

DATE: August 4, 1995

SUBJECT: Commissioner Collier's Medical Leave

Please excuse Commissioner Collier from all Board meetings on the following dates for medical leave:

August 10, 1995
August 15 & 17, 1995
August 22 & 24, 1995
August 29 & 31, 1995
September 5 & 7, 1995
September 12 & 14, 1995

BOARD OF
COUNTY COMMISSIONERS
1995 AUG -4 AM 11:09
MULTNOMAH COUNTY
OREGON

Meeting Date: **AUG 29 1995**
Agenda No. : B-1

(Above Space for Board Clerk's Use *ONLY*)

AGENDA PLACEMENT FORM

SUBJECT: Briefing on Community Action Year End Report

BOARD BRIEFING: Date Requested: Tuesday August 29, 1995
Amount of Time Needed: 1 Hour Requested/9:30 AM
Time Certain Request

REGULAR MEETING: Date Requested:
Amount of Time Needed:

DEPARTMENT: Community & Family Svcs. **DIVISION:** Community Action Program Office

CONTACT: Rey Espana **TELEPHONE:** X-2701
BLDG/ROOM: 166/500

PERSON(S) MAKING PRESENTATION: Rey Espana, Debbie Gruenfeld (CAC, Chair)

ACTION REQUESTED:

INFORMATIONAL ONLY POLICY DIRECTION APPROVAL OTHER

SUMMARY (Statement of rationale for action requested, personnel and fiscal/budgetary impacts, if available):

Briefing to summarize FY '95 Year-End Report by the Community Action Program Office (CAPO)

SIGNATURES REQUIRED:

ELECTED OFFICIAL: Beverly Stein

OR

MANAGER: _____

Any Questions? Call the Office of the Board Clerk at 248-3277 or 248-5222.
forms\apf.doc

BOARD OF
COUNTY COMMISSIONERS
MULTNOMAH COUNTY
OREGON
1995 AUG 21 PM 3:22



MULTNOMAH
COUNTY

Department of Community & Family Services

Year-End Report:

Fiscal Year 1995



Community Action
Program Office (CAPO)

Year-End Report

Fiscal Year 1994-1995

July 1, 1994 to June 30, 1995

MULTNOMAH COUNTY
Department of Community
and Family Services
Lorenzo Poe, Director

421 SW Sixth Ave., 7th Floor
Portland, OR 97204
(503) 248-3691

MULTNOMAH COUNTY
Department of Community
and Family Services
Community Action Program Office
Rey España, Director

421 SW Sixth Ave., 5th Floor
Portland, OR 97204
(503) 248-3999

STAFF

COMMUNITY ACTION

Claire Ali-McGee, Office Assistant
John Anhaack, Office Assistant
Tom Brodbeck, Program Devel. Specialist
Dana Brown, Program Devel. Specialist
Jay Burco, Weatherization Auditor
Carol Cade, Sr. Office Assistant
Nancy Culver, Program Devel. Specialist
Diane Hansen, Weatherization Auditor
Barbara Hershey, Program Devel. Specialist
Wendy Lebow, Program Devel. Specialist
Stephanie Limoncelli, Program Devel.
Specialist
Dave Lutes, Weatherization Auditor
Mary Marson, Program Devel. Specialist
Tom Ochinero, Administrative Secretary
Susan Peters, Office Assistant
Curtis Stephens, Weatherization Auditor
Judy Swendsen, Weatherization Auditor
Barbara Willer, Program Devel. Specialist

COMMUNITY DEVELOPMENT

Linda Cohn, Office Assistant
Janet Hawkins, Community Devel.
Specialist
Cecile Pitts, Sr. Program Devel. Specialist
Donna Shackelford, Community Devel.
Specialist
H.C. Tupper, Housing Devel. Specialist
Karen Whittle, Community Devel. Specialist
Christina Witka, Sr. Fiscal Assistant

HOUSING RELOCATION TEAM

Mary Byrkit, Program Devel. Specialist
Cathy Spofford, Program Devel. Specialist
Jennifer DeMayo, Program Devel. Specialist

OREGON HUNGER RELIEF TASK FORCE

Sara Fleming, Executive Director

SERVICE INTEGRATION UNIT

Clara Padilla Andrews, Hispanic Services
Coordinator
Antoinette Edwards, Human Services
Specialist
Judith Mayer, Human Services Specialist
Gary Walsworth, Human Services Specialist

VETERANS SERVICES OFFICE

Frank Freyer, County Veterans Services
Officer

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I. PROGRAM MANAGEMENT

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I. PROGRAM MANAGEMENT

Director's Report

Fiscal Year 1995 was a year marked by changes in the level of political support for programs that serve low income people. Flexibility, service coordination and creative partnerships are becoming increasingly critical to the delivery of targeted services which counteract the causes and consequences of poverty in Multnomah County. In Multnomah County there are an estimated 100,000+ households, (1990 Census) with incomes of 125% or less of the federal poverty level (as determined by US Department of Health and Human Services) including 18,000+ households at risk of homelessness and 15,000+ persons who are homeless annually.

This report identifies issues and trends that may affect the community action service delivery system, provides information that can be integrated into the decision making processes of staff, management, the Community Action Commission, the Board of County Commissioners and other interested citizens. The three primary objectives of this report are:

- 1) To improve program performance by providing information on strengths and weaknesses to those who manage and staff programs;
- 2) To provide information for planning and funding decisions which have been delegated to local government in our State supervised/ County administered service system; and
- 3) To establish accountability for community action programs and services.

The Department of Community and Family Services - Community Action Program Office (CAPO) serves a target population:

Persons who are low income and/or homeless in Multnomah County.

CAPO has developed service strategies for the unique needs of sub-populations, which include:

- Adults (singles and couples without children in their custody)
- Children and families
- Youth (homeless)
- Persons with special needs (elderly, non-English speakers), and
- Persons surviving/escaping domestic violence.

Program Management

In October 1994, Rey España was appointed director of the Community Action Program Office and Community Development Program for Multnomah County. Since that time program management efforts have focused on team-building, strengthening community partnerships and fostering a quality-based organization that is responsive to the needs of our primary customers, the low income and/or homeless residents of Multnomah County.

Budget and Allocation Policy

Over the last year, changes in political leadership at the state and federal levels has posed a variety of challenges, and in many cases, jeopardized funding for programs serving low income individuals and families. Calendar year 1995 began with a mass of predictions of funding cuts and elimination of programs, among which the following appeared to have the greatest validity:

- * Loss of \$1.7 million in Low Income Energy Assistance Program (LIEAP) dollars, from federal funding source. This is an income subsidy for low income CAPO customers, and would directly impact approximately 6,000 low income households in the County.
- * Loss of \$700,000 in service dollars for housing stabilization, from state and other sources. This funding supports services-enriched housing for low income County residents.
- * Total loss of \$2.4 million (early estimate) in CAPO funding.

Based on the funding information current at that time, staff prepared a proposed budget allocating approximately \$5.2 million in service system funding.

In reviewing the potential impacts of these and similar actions on anti-poverty service delivery, it was apparent that the Community Action system did not have a policy base adequate to operate the service delivery system at significantly altered funding levels, either as major funding cuts, or even as increases. Staff initiated a process of community dialogue and policy planning to address significant shifts in funding the Community Action service delivery system. Meetings were held with social service providers, staff, advocates and partners to address funding priorities, and make recommendations to the Community Action Commission for adoption of a Community Action Plan. In April the Community Action Commission adopted the Plan, which includes policies for the allocation of Community Action Program resources, and provides the basis for annual and long range budgeting decisions, as well as the basis on which funding reductions and funding increases will be made.

The process objectives for development of the Community Action Plan included review and approval of:

1. Budget policies and priorities;
2. Community planning process aimed at eliciting review and input into the development of proposed FY95-96 Community Action Program allocation policies;
3. Adoption of a Community Action Plan, based on policies for implementation of FY95-96 program service priorities.

Adopted FY96 Allocation Policies for the Community Action Service System

Community Action's primary function is to provide services to low income and homeless persons in need, in order to best meet their self-sufficiency goals. Therefore, the system of services shall be organized to address two basic outcomes: self-sufficiency, and emergency basic needs/public safety services.

Funding principles:

- increase flexibility
- solution driven customer service
- service coordination/integration (maximize leveraging of non-CAPO funds)

Funding goals:

- fund self-sufficiency services at 100% of current service levels
- fund emergency/crisis services at 75% of current service levels
- fund direct client assistance at 75% of current service levels
- fund innovative demonstration project(s) 5% net service revenues

The process of community dialogue with providers, advocates, partners, and a public hearing sponsored by the Community Action Commission yielded substantial agreement in developing the following priorities for funding the Community Action service system:

PRIORITY 1: PROGRAM AREAS

a) Community Service Centers

Notes: Implement final allocation shift to 1990 census-based funding allocation

Fund required services at 100%, long-term case management at 50%

No energy assistance funding, program will be redesigned.

Community Service Center funds are allocated to seven geographic target areas (service districts): a. Northwest, b. Southwest, c. Downtown, d. North, e. Northeast, f. Southeast, and g. Outer East. Within the total allocation of funds to Community Service Centers, distribution of funds shall be based on the incidence of poverty based on the 1990 census.

b) Special Needs Providers

- Access Services
- Domestic Violence Intervention
- Homeless Families special needs
- Homeless Singles
- Homeless Youth
- Homeless Elderly

Notes: Funding base at FY95 service levels

Services are system outcome focused, e.g. self-sufficiency

Maximize leveraging of CAPO funds

PRIORITY 2: EMERGENCY ASSISTANCE

Note: includes emergency vouchers and rent assistance, and direct client assistance.

PRIORITY 3: PROVIDE FUNDING FOR SUPPORTIVE SERVICE FOR SPECIAL SHELTER/HOUSING PROJECTS IDENTIFIED THROUGH COMMUNITY ADOPTED PLANS, SINGLES, FAMILIES, ETC.

PRIORITY 4: INNOVATIVE DEMONSTRATION PROJECTS

Notes: -Flexible block grants based on outcome performance; cost cutting efficiency strategy, capitated managed care, Housing placement with minimal service coordination for selected populations.
-Priority for demonstration projects will be given to those that are designed by groups comprised mostly by persons with low incomes.

PRIORITY 5: ADMINISTER OTHER CAPO EARMARKED FUND ENCUMBRANCES

Notes: -Includes LIEAP direct client payments.
-Includes funding support for Oregon Hunger Task Force
-Includes funding for County Veterans Services Officer (CVSO)

Key Results

Multnomah County has instituted a performance-based budgeting system, which includes Key Results and Action Plans for each funded program area. CAPO identified for each program area a minimum of one key result; i.e., performance outcome measure. CAPO's Key Results are as follows:

Anti-Poverty & Housing Stabilization Services Program

- Case managed households whose income available to meet basic needs has increased or stabilized. (Projected 40%).
- Percent of minorities provided access to anti-poverty services compared to percent of minorities in poverty population. (Projected 35.2%/30%).

Low Income Energy Assistance Program

- Percent of households receiving energy case management who avoid an energy shut-off while receiving services and for six months after their case closed. (Projected 75%)

Low Income Weatherization Program

- Households receiving weatherization assistance who report an increase in comfort and a decrease in energy consumption or energy expenditures. (Projected 75%)

Action Plans

CAPO also developed three management action plan items for FY 95:

- Increase housing options available to homeless single adults and site shelter facilities for men, women, and chronically mentally ill homeless people by June 30, 1995.

Status: As of year-end, facilities for homeless women, chronically mentally ill persons and homeless single adults have been approved, and projects are in the design phase.

- In accordance with the Contracting Task Force report, develop program specific plans for the Community Action System, by June 30, 1995.

Status: As of year-end, a community planning process has been completed for services to families. Other strategic planning efforts will continue in FY 1996.

- Develop County anti-poverty policies which represent the County's philosophy, values, and goals for reducing poverty, the County's roles and responsibilities for addressing poverty, and the strategies to be implemented in collaboration with major community institutions to achieve the County's goals by June 30, 1995.

Status: As of year-end, this project was begun but not completed, and policy development efforts will continue in FY 1996.

Resource Development

1994 HUD McKinney Grant application was submitted. **Multnomah Women's Place** received funding from this award. The facility and services will be operated by Transition Projects. The Housing Authority of Portland (HAP) will serve as the developer of this project. Multnomah Women's Place is an outgrowth of the singles reconfiguration plan and will provide transitional housing and supportive services for up to fifty single homeless women at a time. The project intends to support women to regain and maintain permanent housing in their communities through outreach, assessment of strengths and needs, case management support, housing placement services, life skills development, employment training and other support services. (\$1,238,136 was awarded over three years to be matched with other local funds for the development, operations and supportive services costs).

CAPO staff submitted a grant application for the renewal of the **SAFAH Grant** to provide case management and other support services to homeless families moving from transitional housing. The renewal application was submitted for a two year period extending through June 1997. This is a joint application between Multnomah County Community Action and the Yamhill County Community Action Program. CAPO requested approximately \$244,000 per year for the next two years to fund long term case management, a CAPO staff person and program evaluation. The successful application award was announced in April.

A kick-off for the **Bottles and Cans for the Homeless** fund was held this year. CAPO has worked with the City of Portland in development of this concept. This fund is a replacement for the Homeless Action Fund and will be administered through the Oregon Community Foundation. Bottles and cans with refundable deposits can be turned in to certain grocers (currently Natures, Hollywood Fred Meyer and some Plaid Pantry stores) who will submit the \$.05 refund to the new Homeless Fund if you so request. This fund will be used to fund a range of homeless services yet to be determined.

Four **Community Development Block Grant** requests were submitted by CAPO on behalf of particular contractors. Three of these applications went to the City of Gresham and were awarded. One grant for \$42,895 will provide money for the Willowtree Inn (Human Solutions, Inc.) transitional housing for case

management and facility costs. The second grant, for \$43,208, will provide funding for case management at El Programa Hispano of Catholic Charities. The third grant was also for El Programa, to provide \$5,542 for emergency shelter vouchers. The fourth application was submitted for Mid-County CDBG funding for \$48,205. This request was approved and will fund case management and facility costs for the Willowtree transitional housing.

1995 HUD McKinney Funding: Planning for and writing a proposal for funding to HUD ("SuperNOFA") occupied most of March. There was success from these efforts - in July 1995 CAPO was notified of an award of \$4,216,598 for two of the projects.

Significant weight is awarded a community's efforts to coordinate an application for these McKinney monies. CAPO coordinated interested applicants to prioritize requests, to balance funding requests between different populations of homeless people, i.e. singles, families, youth, and to write the proposal. CAPO applied for seven projects with the request totaling \$14,417,523 over a three-year period. The Youth Program Office and Adult Mental Health were active Department partners in this process along with contractors, and the Planning Group. The following table lists the individual projects submitted.

Project Name and Population to be served	Requested Amount	Awarded Amount
Turning Point Short-term transitional and emergency housing for families	\$1,158,665	\$1,216,598
LAUNCH: Families Futures Homeless Families	\$4,740,510	\$3,000,000 (note: all awards were limited to \$3,000,000)
LAUNCH: Homeless No More - Employment Readiness for families	\$474,899	-0-
LAUNCH: Latina Domestic Violence	\$245,352	-0-
LAUNCH: Youth Futures	\$3,103,395	-0-
LAUNCH: Single Adults	\$2,256,475	-0-
LAUNCH: Adult Mental Health	\$1,751,678	-0-

The Family Stabilization Program developed with Network Behavioral HealthCare the implementation of a \$17,000 grant from the Better Homes Fund to pay for **mental health treatment for families** in the Program. Plans were made to do outreach to prepare contractor staff and clients for the rewards of mental health treatment and what to expect. Training was provided by Network for the Coordinated Services Team to increase case managers' ability to talk with their clients about mental health treatment. Families are provided direct services in-home and in an office setting as appropriate. Medicaid funding is utilized when treatment is eligible for reimbursement, greatly expanding the capacity to provide needed mental health services.

Human Resource development activities included preparation for and presentation of several trainings for workers in the system serving clients of the CAPO system. Trainings were presented in coordination with the Coalition for Homeless Families. HAP presented information about their Section 8 program, and a series of trainings on housing related topics, presented by the Family and Community Partnership project, began. Staff from the Department's Developmental Disabilities program presented this training along with Emilie Boyles, a member of the Community Action Commission and consultant in Developmental Disabilities. Planning occurred for a training to take place in September on preventative ethics. CAPO staff members participated in a variety of trainings to increase their skills, such as: computer software use, grant writing, community organizing, training for trainers, skills updates on energy assistance and programs, Affordable Comfort, anti-poverty strategies, and client education.

Turning Point: Planning meetings with City staff, HAP staff and neighborhood association representatives were held in preparation for a Wilson Neighborhood Association meeting. The Association overwhelmingly approved siting of the Turning Point transitional housing project near Bertha and Vermont in SW Portland. This is a different site than was originally sought but will meet the needs in a way to satisfy the neighbors and the homeless families who will stay there. The 1995 HUD McKinney award provides \$1.2 million dollars for this facility.

Turning Point II, now named **Richmond Place**, has received partial funding and is under development in the Richmond neighborhood, as a joint project with HAP and Portland Impact. It too will provide transitional housing and services for families.

Multnomah Women's Place - single women's shelter and transitional housing was awarded partial funding for construction and services through the 1994 McKinney grant.

Family and Community Partnership Project (homelessness prevention strategies) applied for renewal from the U.S. Health and Human Service Department. The status of this request remains undetermined at this time.

Stabilizing Youth Employment Project was submitted to the HHS Office of Community Services -- Urban Youth Project in June. CAPO in partnership with Outside In plans to provide innovative services to homeless youth to improve their achievement of independence, stability and self-sufficiency. The project proposes intermediary housing of three to four months as a bridge between emergency housing and scattered site transitional housing. Occupational therapy and assessment is expected to positively influence job retention, educational goal attainment, and the development of appropriate living skills. \$499,002 in Federal funding was requested. This application is still pending.

Vulnerable and Homeless Outreach Network (VAHON) In FY 95 the City of Portland received a homeless singles outreach grant from the Department of Health and Human Services. This grant application was a community effort of Mental Health Services West, Transition Projects, Outside In, and Multnomah County to expand the work of Project Respond (Mental Health Services West outreach program to homeless mentally ill persons) and other outreach efforts to diverse populations (veterans, homeless youth, homeless campers). Included in this grant will be funds to develop a services network (VAHON) to help vulnerable homeless singles who, for various reasons, may not have been able to access the services and benefits they need. **Homeless Veterans Outreach** was partially funded from HUD (\$26,500) and services will be coordinated out of CAPO's office.

Planning and Evaluation

1. Transitional Housing Review

This review was launched in August 1994 to answer questions about transitional housing with services for homeless single adults. The review was initiated in part because Central City Concern requested funding from the City of Portland for the Jobs Program/Shoreline. The City wanted information about the effectiveness and cost-effectiveness of the program prior to considering awarding funds. Another question that needed to be answered was the purpose of transitional housing; providers and funders appeared to hold different perceptions regarding goals of programs. The attached "Transitional Housing Review" memo describes the issues in more detail, and includes information about the composition of the work group conducting the review, programs being reviewed, methodology, etc.

As of September 30, three types of data collection for the review were nearing completion. The first collection effort involved interviews with agency staff. This phase was completed by September 30. In addition, client-level data was being received, and nearing completion. The third data collection effort involved holding focus groups with program participants. This final phase was completed during the first week of October. A draft report was prepared shortly following the end of this quarter. The final report was released in January, 1995.

2. Rent Assistance Evaluation

The Community Action Commission, in concert with the Housing and Community Development Commission (HCDC) requested an evaluation of the effectiveness of rent assistance funds disbursed through the Community Action service network. Rent assistance funds serve both homeless persons and persons at-risk of becoming homeless. The interim evaluation report was released in January, 1995. Major findings of the interim report demonstrate that the characteristics of both homeless and at-risk families are similar: most had one or two children and were headed by a single parent female in her early 30s with at least a high school education. The families that stayed in the same housing after receiving rent assistance were more likely to have had stable employment, to have had an eviction notice, and to have been unable to pay their utilities, compared to families that moved. Comparison of followup results for the two types of families (homeless and at-risk) will be included in the next interim report.

3. Benchmark Planning

CAPO staff participated with CFSD Contracts and Evaluation Unit staff in a planning process for the Multnomah Commission on Children and Families (MCCF). The process included two benchmarks; one to reduce the number of children and families in poverty, and another to reduce the number of children and youth in unsafe, unstable housing. An MCCAC commissioner was invited to all meetings. The report on the results of the team's planning was completed in mid-October. MCCF made allocation decisions based on this and other reports.

4. Planning for the Family System

CAPO staff convened a planning team to develop a plan for CAPO and its contractors' service to low-income families. The planning process included interactive work sessions with agency administrators and agency direct service staff. A survey was conducted to seek consumer preferences for the type of

services they required. Consumers were also asked to comment on the ease of access to services at our contract agencies. The community service centers provided staff and volunteers to administer this survey to persons seeking services at their facilities. Americorps staff, working from the Weatherization unit, also conducted the surveys at other service sites where low-income people might seek services (i.e. Adult and Family Services offices). A final report on this plan is forthcoming.

5. Homeless Prevention Evaluation

This project was the first to come on-line with the CAPO MIS system in having community service centers linked by modem to the County for data collection and evaluation purposes. The numbers of individuals served is low due to community agencies staff's primary focus on group and system-level activities.

6. Landlord-Tenant Mediation Program Evaluation

The six-month pilot landlord-tenant mediation program was designed to prevent evictions and possible homelessness by providing an accessible out-of-court option for early intervention in landlord-tenant disputes. Staff prepared an evaluation report of the pilot project which was released in June. Major findings indicate that nearly two-thirds of the followup sample (62%) stated that they were very satisfied with the outcome of their case. Only 10% were not satisfied at all. Over one-quarter (28%) were not sure. In addition, the landlords or tenants in six cases where eviction notices had been served reported that mediation had helped to prevent an eviction. More detail on the pilot project is contained in the program narrative included later in this report.

Agency Monitoring Report

CAPO staff responded to a request of the Community Action Commission for a contract agency monitoring system by developing a pilot monitoring plan. During the second quarter, a work group from CAPO met with representatives from other units in the Department of Community and Family Services and CAPO service provider representative to develop a monitoring tool.

The monitoring objectives were:

- * familiarize itself with the agency staff
- * gain an understanding of the population served by the agency and the focus of the services delivered to that population
- * identify areas of strength in the agency's service delivery
- * identify areas for improvement within the agency's program
- * identify technical assistance that can be offered to the agency the CAPO in order to assist the continued development and strengthening of the agency
- * share with the service system the programs at individual agencies which are working well in providing services to low income families

In this initial year, the monitoring was of a technical assistance nature, with no corrective action letters issued. CAPO issued a report to the agencies regarding findings in general terms. Technical assistance to both individual agencies and to the system was provided, in order to address areas for improvement.

The results of these site-visits were very positive. CAPO staff gained a clearer understanding of the interconnectedness of the services delivered by the centers and how they impact the system. Agency staff were afforded an opportunity to express what they viewed as a shortfall in the system and offered suggestions on how they might be addressed. Firsthand observations were made of agency-client interactions. The information gathered by CAPO staff will be used in future planning efforts.

Statewide Involvement

CAPO coordinated the planning and preparations for the 1994 Housing and Human Investment Conference. Sponsored by Oregon Housing and Community Services Department and Community Action Directors of Oregon, the Conference brought together 550 participants from around the state. Twenty-four workshops provided training in housing, service provision, community development, energy services, poverty issues, leadership development, homelessness, anti-hunger advocacy and farmworker issues. CAPO staff were responsible for logistics, registration and coordination of workshops and plenaries. CAPO staff working with Washington County Community Action staff created a leadership training track attended by 24 low-income persons.

Bill Thomas, director of CAPO through October 1994, served as president of Community Action Directors of Oregon, the statewide network of 16 Community Action agencies. He provided leadership in the adoption of the "Omniplan", a consistent reporting mechanism on anti-poverty efforts for Community Action agencies statewide. Oregon's Community Action agencies report to Oregon Housing and Community Services Department through which federal and state funds are received.

CAPO supported the 1995 legislative agenda of Community Action Directors of Oregon which was ably represented by Jerry Bieberle at the Legislature.

- The Emergency Housing Account and the State Homeless Assistance Program were funded at the 1993-95 service level without either an increase or a reduction.
- The Farmworker Housing Tax Credits were extended. The cap on the Oregon Lenders Tax Credits was increased to offset increases in interest rates.
- A policy requiring 24-hour notice before homeless camps are swept was passed.
- An additional \$450,000 was appropriated for food and nutrition programs.
- A bill which would have denied assistance to illegal immigrants did not move forward.
- On the down side: Approximately \$100 million in human services reductions were made. A "welfare reform" bill passed which includes many onerous provisions for low-income families.

Governance

CAPO is governed by an administering board, the Multnomah County Community Action Commission. The administering board reports to the governing board, the Multnomah County Board of Commissioners. The Community Action Commission, like Community Action boards across the country, is made up of three sectors: public, private and low-income members.

It is the responsibility of the Commission to direct CAPO toward its mission:

To counteract the causes and consequences of poverty in Multnomah County

- 1) by advocating to increase the availability of resources and opportunities for low income citizens to meet their basic needs, to empower themselves, to improve their quality of life, and to achieve self-sufficiency;
- 2) by promoting a more equitable distribution of resources and access to opportunities; and
- 3) by coordinating efforts to eradicate poverty, hunger, and homelessness.

The Community Action Commission approves policy and budget, monitors program effectiveness, ensures community involvement in planning and approves program plans. The Commission also advocates to affect public policy in ways beneficial to low-income citizens.

The Commission has various subcommittees which do the lion's share of the Commission's work.

The Community Action Agency Committee oversees the operations of CAPO.

The Emergency Basic Needs Committee advocates for equitable access to emergency basic needs services and resources for non-English-speaking persons.

The Homeless Advisory Committee oversees the creation and implementation of policies and plans related to homeless issues.

The Executive and Membership Committees promote leadership development for the Commission.

The Placement Task Force, created by the County Chair and the Commission Chair, made recommendations regarding the appropriate organizational location for the Community Action Agency.

Community Action Commission Membership in 1994-95

The Commission

Emilie Boyles
Clayborn Collins
Chuck Currie (representing Commissioner Gretchen Kafoury)
Renita Gerard (representing Chair Beverly Stein)
Deborah Gruenfeld (representing Commissioner Dan Saltzman), Vice-Chair
Debi Higgins (representing Representative Gail Shibley)
Commissioner Gretchen Kafoury
Mayor Vera Katz
Commissioner Sharron Kelley
Xanthia LaCrosse
Brittany Lewis
Mayor Gussie McRobert
Chief Charles Moose
Bill Muir
Carole Murdock
Vitalis Ogbeama
Roberto Reyes-Colón
Gene Ross
Commissioner Dan Saltzman
Jan Savidge (representing Mayor Gussie McRobert), Chair
Ikhlas Shah, Secretary
Representative Gail Shibley
Kris Smock
Chair Beverly Stein
Bonnie Webster (representing Commissioner Sharron Kelley)
Ramsay Weit (representing Mayor Vera Katz)

The Community Action Agency Committee

Judith Alley
Emilie Boyles
Renita Gerard, Vice-Chair
Kate Lore
Carole Murdock, Chair
Todd Olson
Roberto Reyes-Colón
Jan Savidge
Bonnie Webster

The Emergency Basic Needs Committee

Cristina Germain
Dolinda Gooseberry
Norma Lopez
Victoria Martell
Dawn Martin
Julia Figueira-McDonough
Janet Range
Gene Ross, Chair
Yvonne Torres-Jordan
James Williams

The Executive Committee

Chuck Currie
Deborah Gruenfeld
Carole Murdock
Gene Ross
Jan Savidge
Ikhlas Shah

The Homeless Advisory Committee

Dave Austin
Suzanne Bader
Chuck Currie, Chair
Howard Cutler
Peter Fry
Jennie Guild
Debi Higgins
Pat Hill
Pauline Jivanjee
Major Neal Hogan
Charles Moose
Bill Muir
Kathy Oliver
Chiquita Rollins
John Simmons
Teresa Taylor
Ramsay Weit

The Membership Committee

Clayborn Collins
Deborah Gruenfeld, Chair
Debi Higgins
Xanthia LaCrosse
Brittany Lewis
Jan Savidge
Ikhlas Shah, Chair
Bonnie Webster

The Placement Task Force

JoAnn Bowman
Nancy Culver
Susan Hunter
Howard Klink
Brittany Lewis
Ellen Lowe
Carole Murdock
Jerralynn Ness
John Pearson
Carolyn Piper
Dan Saltzman
Jan Savidge
Dan Van Otten

FY 94-95 Accomplishments: Community Action Commission

- Reviewed and approved the report "Shelter and Related Services for Homeless Youth in Downtown Portland" with its recommendations.
- Briefed the Board of County Commissioners on Community Action.
- Affirmed Community Action principles by responding to administrative restructuring within County government.
- Toured and received orientation to Community Action's contracting agencies.
- Launched a training initiative in community organizing for Community Action staff and citizen leaders.
- Adopted various policies, including an allocation plan for implementation of the "Strategy for Serving Homeless Single Adults", Water/Sewer Crisis Assistance Program policies, priorities for CAPO planning and resource development, a policy on administrative charges on CAPO funds, FEMA program policies and allocation plan, a FY 1994-95 budget modification, allocation and budget policies for FY 1995-96, and a recommended budget to the County Chair.
- Served as the host Community Action board for the 1994 Housing and Human Investment Conference.
- Created and implemented a performance evaluation for the Community Action director.
- Tracked implementation of a contract requirement for the involvement of low-income persons on the decision-making boards of Community Action contracting agencies.
- Adopted and advocated for a legislative agenda.
- Advocated against threats to federal funding for Community Action programs.
- Participated in a regional housing advocacy group to affect Metro policies regarding affordable housing.
- Advocated against cuts to the General Assistance program.

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II. PROGRAM REPORTS

Services to Families

Family services were funded through the Family Stabilization Program, which utilized monies from several grants:

- HHS Family and Community Partnership Project, with an emphasis on housing stabilization and homeless prevention
- Better Homes, with funding for mental health, direct client assistance, a housing specialist and a parent-child specialist
- Robert Wood Johnson Foundation funding for case management services and the coordinated service team
- HUD/SAFAH with funding for case management and housing coordination.

Goal To stabilize low-income and homeless families in permanent housing.

Status: In FY '95, 318 families were stabilized in permanent housing.

Objectives

1. Provide emergency shelter, transitional housing and access to permanent housing with an integrated set of supportive services for homeless and low-income families.
2. Develop and sustain linkages between housing and service systems for families.
3. Provide technical assistance and training to community agency staff to increase their effectiveness in meeting the goal.

Activities

Subcontractors

- Provided crisis intervention, case management, direct client assistance, and housing assessment and readiness to homeless and at risk of homeless families.
- Three community service centers implemented housing readiness education program for clients receiving rent assistance and emergency and transitional shelter.
- Four community service centers (CSC), in partnership with five churches, operated family winter shelters from November 1994 through April 1995. Included in this shelter system is the re-establishment of a couples shelter.

The partnerships and the number of beds available per night to homeless families were:

<u>Agency</u>	<u>Church</u>	<u>Beds</u>
St. Johns YWCA	Pioneer Methodist	11
Portland Impact	Reedwood Church	8
Portland Impact	Sunnyside Methodist	9
Human Solutions	Ascension Church	10 couples
Friendly House	First United Methodist	24

Churches provided the facilities, staffing and meals utilized volunteers and in-kind donations. The community service centers provided supportive services and worked with the families to develop plans to move beyond emergency services. The average length of stay was about three weeks.

CAPO Staff

- Facilitated Coordinated Services Team meetings to discuss services, case staffings, training, etc. The team, which has been functioning for five years, consists of a cross section of professional from the family community service centers, Adult and Family Services, the Housing Authority of Portland, and Mental Health Services West. Multnomah County is represented by CAPO, Adult and Mental Health, Children's Mental Health and the Health Department. The team provides coordination of services to reduce duplication and offer a more unified focus on the family's goals.
- Continued providing skill development trainings for system staff in collaboration with the Coalition for Homeless Families.

Housing Stabilization Services

The housing stabilization effort is coordinated by the Community Action Program Office in collaboration with many partners, including the Housing Authority of Portland, the Portland Housing Center, Multnomah County Legal Aid Services, community-based service agencies and landlords.

Goal: To assist low-income individuals and families to obtain and/or maintain permanent housing.

Status: FY '95 data indicates 318 families moved into permanent housing, as well as 462 single adults, for a total number of 780 households achieving the goal.

Objectives:

Services

1. Provide coordinated supportive services to households at risk of losing their permanent housing or who are homeless and housed in emergency or transitional housing.

These services would include, but not be limited to:

- a. Crisis intervention and case management, which includes housing readiness assessment and assistance.
 - b. Supportive services to homeless households accessing housing through the Housing Authority of Portland's Special Needs Housing and Services Program.
 - c. Accessing landlord-tenant conflict resolution services for landlords and tenants where conflict may result in the loss of permanent housing to the household.
 - d. Providing follow-up with individuals and families to ensure their success in permanent housing.
2. Provide outreach to and establishment of relationships with housing providers to access housing resources for low income individuals and families.
 3. Provide advocacy for tenants with problems with housing providers.

Economic assistance

1. Provide rent assistance, including fees and deposits, to prevent a household's loss of permanent housing or to assist a household moving into permanent housing.
2. Provide access to Section 8 certificates to homeless families moving from transitional to permanent housing.
3. Assist people with move-in related tasks such as obtaining furniture and household furnishings.

Training and organizing

1. Provide housing stabilization training to service workers to assist them in understanding housing issues.
2. Provide tenant education to households who have experienced homelessness and/or difficulties in maintaining permanent housing, including landlord-tenant rights and responsibilities, fair housing issues, conflict resolution, etc.
3. Provide information and training to housing providers on social service issues.
4. Assist tenants in establishing tenant councils and/or other organizations that would foster housing control for low income persons.

Activities

The Community Action Program Office and its subcontracting agencies have increased their housing stabilization activities in the past year as a primary goal for both families and individuals. Currently five

community service centers and one special needs agency have housing specialists for this purpose. In addition to the general services provided families and individuals to support them in reaching the goal of housing stabilization, some of the targeted activities undertaken in FY 94-95 have included:

- Creation of a monthly Housing Stabilization Work Group to coordinate the efforts of the housing specialists and further develop housing stabilization concepts and activities.
- Piloting a 6-month Landlord-Tenant Mediation Program to test effectiveness of eviction prevention through mediation. A detailed report and evaluation is listed in the Appendix.
- Working with Housing Authority of Portland to redesign HAP's Special Needs Housing and Services Program for low rent public housing to assist HAP and CAPO agencies in working more effectively in stabilizing homeless individuals and families in permanent housing.
- Providing training in housing resources, landlord-tenant and fair housing law, and working with landlords and tenants to approximately 75 social service workers
- Developing to near completion a Tenant Handbook for use in tenant housing readiness education, to be completed by November 1995.
- Increasing outreach to landlords to more closely align housing and service systems.
- Strengthening the partnership with Portland Housing Center's Rental Housing Program to access landlord-tenant information and referral and education for low income populations.
- Development of Tenant Education Programs at three community service centers to assist clients in skills development related to housing stabilization issues.

What We've Learned and How We've Responded

1. Systems change is difficult. Housing and service areas operate out of two distinctly different fields and cultures. Implementation of training and meetings has worked to cross these barriers.
2. A powerful alliance is created when the housing and services systems work together. Initial reports from the Housing Authority of Portland's Special Needs Housing and Services Program indicate that when the housing and service systems are in alliance, the people they serve are assisted more effectively.
3. It is difficult to change traditional service delivery practices of workers and their perception of their roles. This was evidenced as we pushed the agency staff to move from a traditional service worker role to one of systems linkage and technical assistance in the area of housing. However, the attitudes and practices of the service workers has shifted to included more time spent by Housing Stabilization Specialists in education and skills building for homeless prevention and outreach to landlords.

4. Communication is essential for meaningful and long lasting change to occur. Both formal and informal systems need to be in place. Communication systems between the housing and service system are being set in place with service workers and landlords.
5. Training and education is critical to success. Cross training assists to provide understanding of limitations, regulations, etc. The Housing Stabilization Training and the Tenant Education Program are examples of success in meeting this need.
6. Housing stabilization efforts need to take place at all levels of the housing continuum. Client education on housing stabilization takes place as soon as a family enters a shelter and continues when a family moves to permanent housing, as well as if a family asks for rent assistance and is currently housed.

Emerging Trends and Systemwide Issues

Changes in federal and state funding for both housing and income support will increase the need for a housing stabilization focus. Combined with the increasing tight market in Multnomah County for affordable housing for low income people, more households may be at risk of homelessness in the coming year. Non profit community agencies will continue to have demand exceed their ability to response for both services and housing.

Action Needed

Community Action will continue to place a high priority on housing stabilization in an efforts to meet the needs of low income households in Multnomah County as the political and social conditions push housing to a crisis level.

Clearinghouse

On July 1st 1994, the Community Action Program of Multnomah County assumed control of the Clearinghouse operation and administration from the American Red Cross. This was a mutual decision by both agencies.

In the twelve month period from July 1st 1994 through June 30th 1995, 2,356 households were served with voucher, rent, and long distance transportation assistance. Of this number, 1,194 were households with children. The remainder were single persons.

Activities / Accomplishments

Between September and December 1994, monitoring visits were made to all of the motels used in the voucher system. Nine motels were dropped and five additions made. A procedure was established requiring motel operators who wished to participate in the voucher program to sign an "Expectations and Standards" agreement. During the holiday season seven motels donated a free week to the program, which were made available to agencies on a first come, first serve basis.

Letters were sent to all property owners who received rent assistance payments from the Clearinghouse since July 1st 1994. Owners were asked if their names could be placed on a list to be distributed to

clients at various social service agencies. As a result a list of approximately 100 "client friendly" sites was identified.

The Voucher Manual was updated and a Rent Assistance Manual written.

Throughout the year, usage of vouchers and rent assistance was monitored. Comments and recommendations from the provider community were noted. As a result, a decision was made to combine the monies previously separated to allow agencies more flexibility with their clients. Single households may use up to a \$1,000.00 amount towards housing (voucher and rent) in a 12 month period. Households with children are allowed \$2,000.00.

A further decision was made to not allocate direct monies for medical vouchers to the seven area hospitals which had received funding in previous years. Instead, beginning on July 1st 1995, Medical Vouchers will be issued directly through the Clearinghouse upon referral from the hospitals. The intent is to better track and link homeless clients to housing resources. Clearinghouse staff will make referrals to the appropriate service agencies.

There are two full time staff at the Clearinghouse and a third person can act as back-up when needed. Monthly meetings are held with the service providers to discuss issues, share information and seek recommendations for changes to the system. These meetings are held on the third Thursday of each month at the Friendly House Community Center, NW 26th and Thurman, from 10:00 am until 11:30 and are open to anyone.

Landlord-Tenant Mediation Program

Goals:

To provide an accessible out-of-court option for early intervention in disputes between landlords and tenants, with the goal of arriving at mutually agreeable alternatives to eviction, particularly in situations where homelessness for the tenant might result from an eviction.

Objectives:

1. To provide parties with the opportunity to participate in face-to-face formal mediation (TPM = two-party mediation);
2. To provide individual parties with problem-solving consultation and guidance (SPM = single-party mediation);
3. To utilize professionally-trained volunteer mediators to work under the supervision of a half-time staff person to provide these services;
4. To offer, on an experimental basis, rent assistance funds, in one geographic area of the County.

Activities:

This was a pilot program which operated between September 1994, and March, 1995. The program responded to a total of 80 requests for service. Twenty-five volunteer mediators were recruited via outreach to mediation services and training programs in the area. Volunteer applicants were required to

complete a basic mediation training of no less than 30 hours. A total of 7,500 brochures was distributed throughout the life of the pilot. Approximately 2,000 flyers were distributed directly to tenants. Inquiries were screened by the Housing Specialist at the Portland Housing Center. In some cases potential clients were referred more appropriately for counseling from Legal Aid, Fair Housing, etc.

Outcomes:

The collaborative approach taken by the project partners generated a great deal of broad-based input and enhanced the development of the pilot. Partner agencies included professional landlord associations, tenant advocates, private social service and housing programs, and public housing and social service programs, as well as agencies of the City of Portland and Multnomah County. Of the total of 56 cases handled, only 12 went to two-party mediation. This constitutes less than one quarter of the total cases. Although getting parties to the table proved a difficult task for mediators, two-party mediations nearly always ended in resolution. In only two of the two-party mediations was a partial rather than a full resolution reached. Demographic information demonstrated that women constituted the majority (approximately 75%) of tenants, but less than half (44%) of landlords. More tenants than landlords were identified as people of color, with approximately nine African-Americans, six American Indian or Alaskan Natives, and three people from a mixed background. Household composition data indicated that over two-thirds of the tenants had children under 18 in the household. Most often, one adult was living with one or two children. This, along with the fact that most tenants were female, suggests that a large number of tenants were single parents. Followup data on tenant housing was encouraging, demonstrating that one-half of the tenants were in their same housing one month after case closure. This corresponds closely to the percentage of cases (46%) that were closed due to staff-assisted resolution or because the parties resolved on their own.

Systemwide Issues

Although outcomes were very encouraging, and project partners and key informants agreed that the program was well organized and well run administratively, the Landlord-Tenant Mediation Program received far fewer referrals than anticipated. Evaluation findings indicate that this was a high-quality program, which suffered from a lack of public awareness about mediation, and the benefits of early intervention in landlord-tenant disputes. Landlord-tenant mediation services have been picked up by community mediation programs: East Metro Mediation in Gresham, and Neighborhood Mediation Center in Portland. Community mediation programs should work on educating both tenants and landlords about mediation, to encourage participation in the process. Both community mediation centers and social service agencies can benefit from a stronger mutual relationship, as social service resources (such as rent assistance, case management, classes on household budgeting, energy conservation, rights and responsibilities, etc.) combine very favorably with mediation and staff-assisted resolution services in helping tenants to remain stabilized in their housing.

Domestic Violence Intervention

Goal To expand the available resources provided to women and women with children who experience domestic violence.

Objectives

1. Increase funding to provide emergency shelter, transitional housing and supportive services to women and children.
2. Increase education outreach to school age children about the nature, consequences and remedies to domestic violence.
3. Increase the number of shelter options available to women with and without children fleeing domestic violence situations.

Achievement:

Additional funding was made available this fiscal year for outreach programs in the schools to increase the awareness of students to the issues of domestic violence and to increase the safety of young people in the community. These programs were successfully implemented. Full reports submitted by Community Advocates and The Portland Women's Crisis Line are available upon request to the Community Action Program Office.

Community Advocates/No Punching Judy 94/95 Summary

This is a general summary of the 94/95 NO PUNCHING JUDY services offered by Community Advocates. Overall the program was extremely successful in reaching out to students in grades K-5 to inform them of domestic violence, the resources which are available to families and individuals who are experiencing domestic violence and how to help children who are experiencing domestic violence in their lives to be safe. Teachers and counselors were trained in the No Punching Judy curriculum and on the issues of domestic violence and its effects on children. The evaluation piece of the program provided valuable feedback from teachers and counselors. This feedback will be reviewed and revisions will be made in the curriculum.

Students

9 schools, for a total of 1171 students participated. 353 of those students participated in the Safetime segment of the program. This time is used to discuss individual circumstances. Of these 353 students approximately 1/3 (112) had personal experiences with domestic violence. All participating students received some instruction in the area of non-violent conflict resolution and its relationship to domestic violence prevention. All participation students received some instruction in gender stereotypes and their relationship to domestic violence. A large majority of the students completed safety plans. Teachers who responded to the evaluation form reported that the entire class completed safety plans.

Training of Teachers and Counselors

52 teachers, counselors and other school staff were trained in domestic violence issues. 31 of the 52 staff trained returned evaluations of the trainings. All staff felt the training was well presented. All but one found it informative. All but one felt the training adequately explained the goals of the project and how to achieve them. The majority of teachers felt adequately trained to continue the followup trainings with their students.

Portland Women's Crisis Line Dating Violence

The Portland Women's Crisis Line Dating Violence Awareness Project targets students in middle and high schools in Multnomah County. Classroom presentations were adapted from the curriculum Change for Change, written by staff from the Portland Women's Crisis Line, Clackamas Women's services and Bradley-Angle House. The service included training of the volunteers to assist in the presentations, teacher training, outreach to the schools grades 6-12, scheduling of presentations and the presentation. A pre and post survey was administered to the participating students. The surveys were divided by age and then sub-divided by gender. Each group was studied for answers to eight specific questions related to both dating and family violence. In no case did the results indicate that desired results had declined after the classroom presentations, although growth varied from as low as zero percent change to well over 200% change. Certain questions consistently showed a high awareness of knowledge before our presentations. 4,943 Students participated in the program. 2,924 students responded to the survey.

The Overall Results

Students showed an overall 82.9% improvement in attitudes after the presentation.

Concerns and Action Needed

There are some concerns related to the survey. PWCL will revise and reword parts of it, and will use the pre and post test as outlines for the speaking segments. There are still too many students espousing the myths of our culture as it relates to dating violence, and a disturbing degree of victim blaming as it relates to girls staying in abusive relationships. Overall, it appeared that 17 year olds were the most uninformed as it pertains to issues of dating violence. While many of them changed their opinions, it is still a concern that so many of these young people, about to enter adulthood, have such misconceptions about dating violence.

Innovative Homeless Initiative Demonstration Program (IHIP)

The IHIP grant provides case management for domestic violence issues for homeless women and women with children who seek services or are fleeing from a domestic violence situation. The first year of the two year IHIP grant was successfully implemented during the 94/95 fiscal year. The program's six case managers are placed at Raphael House, Bardley-Angle House, The West Women's, Volunteers of America, Downtown YWCA and the Counsel for Prostitution Alternatives. In addition to these six agencies, the Clackamas Women's Services (CWS) and Henderson House (HH) participate in the grant and are members of the coordinated services team.

During this reporting year, the eight agencies received a total of 353 household referrals. Of these referrals, 163 entered the program. This represents a total of 313 individuals receiving services.

The efforts of the families and case managers have concentrated on a variety of concerns faced by the families. Many of the participants face multiple issues. There are, however, two issues that are common to each of the families, maintaining their safety and locating safe and affordable housing. Many women who return to their abuser do so because they are unable to find affordable and safe housing away from the abuser.

Systemwide Issues

The continued tight housing market in the Metropolitan area, landlord biases, long waiting lists for public housing programs and the decrease in funding for rent assistance programs has made it increasingly difficult for the participants to be placed in permanent housing.

Roosevelt Community Family Resource Center

This project is a collaborative effort of the Department of Human Resources (DHR), Portland Public Schools and Multnomah County. An Operations Committee to set policy and facilitate the elimination of barriers has been meeting since December 1993.

Community Partners include: Portland Public Schools-Roosevelt Cluster, Department of Human Resources: Adult and Family Services, State Office of Services to Children and Families, Senior and Disabled Services; Employment Department; Multnomah County: Department of Community and Family Services, Juvenile Justice, Health Department, Community Corrections; Community Agencies: North Portland Youth and Family Center, St. Johns YWCA, Providence Neighborhood Health Center, Northside Family Counseling, Mainstream Youth Programs.

The Roosevelt Community Family Resource Center (RCFRC) has developed into an outreach model of service integration. This model provides an opportunity for collaboration among service providers for case consultation, team building and resource networking. Through these functions, service providers are better equipped to provide services that are more holistic and user-friendly to families in the community. Families who contact or are referred to members of the Family Resource Center Team are provided single entry access to a broad continuum of services and resources. The Resource Team meets on a weekly basis. Participants include direct service providers from all the Partner agencies listed above. The team is the core of RCFRC in outreach services to families in the North Portland community.

Goals:

To nurture, support and strengthen 1) the economic and social well being of low income families, 2) the abilities of low income families to meet their basic needs, and 3) the capacities of low income families to make contributions to the larger community. Particular emphasis is on outreach to families whose children are having difficulties with regular school attendance because of family issues and concerns.

Objectives

1. Assess community social service resources in North Portland;
2. Assist families in accessing and utilizing social and school services;
3. Provide on-site State, County, City and community resources;
4. Develop a community social service networking system that is easily accessible to families;

5. Facilitate a collaborative team meeting with the participation of State, County and Portland Public School administrators that addresses and facilitates the elimination of barriers to social and school services for families;
6. Facilitate a weekly resource team meeting of persons from State, County and community agencies that assists staff and families in the development, access and coordination of community resources.

Activities

1. A resource team comprised of staff from the employment, housing, mental health, health, and school systems and from Adult and Family Services Division, Children's Services Division, Developmental Disabilities, Disabilities Services, and Vocational Rehabilitation provides outreach, referral and coordination of services and resources to the families.
2. Trainings are provided to team members.
3. The project has two MSW practicum students, one VISTA at George Middle School, a Portland Public School volunteer and a student aide at Roosevelt High School.
4. The project coordinator is actively involved in the County's development of Family Support Centers and a Family Support Network.
5. The project coordinator co-facilitates the Columbia Villa Community Services Program North Portland Provider/Resident monthly meeting that involves training and sharing of resources.

Planning and Outreach

Planning and outreach at the RCFRC is based on the six characteristics of successful programs as developed in the book Within Our Reach: Breaking the Cycle of Disadvantage by Lisbeth B. Schorr with Daniel Schorr. Characteristics include:

1. A broad spectrum of services;
2. Services and providers of service cross traditional professional and bureaucratic boundaries;
3. Professionals see the child in the context of the family and the family in the context of its surroundings;
4. Families see professionals as people who care about them and respect them, people they can trust;
5. Services are coherent and easy to use;
6. Professionals are able to redefine their roles to respond to severe, but often unarticulated needs.

Analysis/Findings

There is an overwhelmingly positive response from members of the Resource Team on its effectiveness and responsiveness to assisting families toward stability and self-sufficiency. The data indicates that by

using an outreach model of Service Integration the RCFRC has been able to reach a broad base of families and individuals. Over a six month period the number of families directly helped by the Resource Team has doubled. The increase in the number of agencies and persons involved indicates that there is a demonstrable need for this type of coordination.

The Resource Team has been responsive in the development of a more integrated approach to service delivery. Many members indicated in various comments that it breaks through the isolation they experience in their work. This break down of isolation has contributed to building a team that is interdependent and collaborative in the delivery of services and in the development of resources to families. The families served are provided with more choices in services and resources through this collaborative model.

Access Agencies

Goal

The goal of the access services component of the Community Action service system is to enable persons with language and/or cultural barriers to access basic services such as health care, housing, and income support provided through community-based service providers.

Objective

The goals of the access service system are: (1) to increase the number of low income households that are able to get their immediate basic needs met; and (2) to increase the awareness and understanding of persons with diverse backgrounds.

Activities

In FY 94-95 access services were provided through the American Indian Association of Portland, IRCO, Oregon Human Development Corporation, and Catholic Charities - El Programa Hispano. Services were primarily in the areas of I&R, case management/short-term intervention, and client assistance to provide for basic needs.

During the past fiscal year the two Hispanic service centers and IRCO networked extensively with community services provides to link monolingual households with needed basic services. This linkage included technical assistance to service providers, staff meetings and times for staff of the respective agencies to meet and plan services, and dual case management with both the access agency and the mainstream agency providing case management. It is this dual case management which is the most time consuming part of the access case management services.

The American Indian Association of Portland has primarily provided short-term case management to meet the crisis needs of Native Americans living here or stranded in Portland and needing crisis assistance.

Systemwide Issues

In FY 95-96 the access agencies as part of their monitoring and evaluation plan will be collecting data

common to the four providers relating to the number of households who have had their basic needs met by the access agencies. Additionally, the four providers will be gathering data on emerging needs in the populations they represent.

Homeless Single Adults

Goals

To decrease the number of homeless single adults living outdoors in Multnomah County. To provide a safe, sanitary place for homeless people to stabilize their situations and ready themselves for transitional or permanent housing.

Objectives

The outcomes for this service system are:

- A. An increased number of homeless persons are able to have their emergency needs for food, clothing, shelter, and health met; and
- B. An increased number of homeless persons are stabilized in permanent housing and are able to remain there six (6) plus months after case closure.

Activities

In FY 94-95 homeless single persons were served as follows:

** Singles provided emergency shelter	4,517
** Person nights of shelter provided	81,153
** Singles provided transitional housing	226
** Person nights of transitional housing provided	16,844
** Rent/mortgage/utility assistance	359
** Total singles provided homeless services	7,142
** Singles placed in permanent housing	462

The singles services data reported above includes Northwest Pilot Project, The Salvation Army - Recovery Inn, and Transition Projects, Inc.

Systemwide Issues

The most significant systemwide issue for singles in the past twelve months has been the unanticipated closure of the Salvation Army's Recovery Inn Shelter. The closure, primarily for financial reasons, triggered a series of related activities and actions. These actions included:

- A. A systemwide effort of singles services providers (NWPP, MHSW, TPI, and OHDC) to relocate all of the Recovery Inn residents willing to enter a case management program;

- B. An agreement to build a temporary shelter (closure in March, 1998) for up to 100 men and women to fill a gap until other shelter and housing resources are available; and
- C. A City of Portland proposal to build a permanent facility to combine permanent housing and shelter services.

In FY 95 the City of Portland received award of a homeless singles outreach grant from the Department of Health and Human Services. This grant application was a community effort of MHSW, TPI, Outside In, and Multnomah County to expand Project Respond and other outreach efforts to diverse populations and to develop a homeless outreach and services network to reduce the number of persons living outside who for many reasons have not been able to access services and benefits.

In FY 95 the singles services system sited the new women's shelter to be built on a vacant lot at 11th and Burnside and to be operated by Transition Projects, Inc. Completion of construction is expected in the Spring/Summer of 1996 for this fifty-person facility.

The biggest challenge for FY 96 will be to integrate the new efforts and facilities in the singles system into a network that can meet emergency basic needs and support persons on their way back to housing and economic stability.

Winter Shelter

Goal

The goal of the winter shelter system is to provide an adequate system of services to prevent hardship or death of homeless persons which may be caused by severe winter weather.

Objective

The objective of the winter shelter system is to have a safety net in place that will, in times of severe winter weather, provide the resources to meet the shelter and food needs of persons who would otherwise be living outdoors.

Activities

In FY 94-95 winter shelter services were provided to single adults and families as follows:

** Nights of shelter provided families	6,366
** Nights of shelter provided singles	66,225

The winter shelter system is a combination of normal capacity for year-round shelter and *increased* capacity for winter, as follows:

- ** Singles - From 278 persons per night to 665 persons per night, an increase of 387 persons per night capacity.
- ** Families - Increase shelter space per night to 72 persons per night.

The singles shelter system included The Salvation Army - Recovery Inn, Portland Rescue Mission, Transition Projects, Inc. and Harbor Light Mission. This system had a capacity of 665 adults with a high usage one night of 596 persons. The majority of this shelter was on the floor with the possibility of a blanket, but with no other amenities other than what is normally provided at the agency. During the last winter it was reported that the adult street population seemed decreased and that no-one was turned away except for behavioral reasons.

In the winter family system the five shelter providers included Pioneer Methodist Church, Reedwood Church, Sunnyside Church, Ascension Church (couples) and First United Methodist Church. There is no year-round family shelter system. Shelter usage in the family system varied from day to day with shelters reporting usage from 118% of capacity to say 20% of capacity in a one or two day span with no discernable reason. The family shelter system had one day shelter at Portland Impact that was not able to adequately meet the need.

The youth shelter systems response to winter shelter needs was to relax certain intake rules at the primary shelter (Streetlight) and to open additional capacity. As with the family system, shelter usage varied with the weather and the availability of other sleeping arrangements for no real reason.

In all three of the populations, shelter capacity was able to meet demand in most instances. The one significant system shortcoming was during the one snow storm of the year when the largest family shelter was not able to provide a day space or food for the families in the shelter the previous night. This shelter was staffed by volunteers who were impacted by the snow as was everyone else.

Accommodations were made for that one day, and since the next day the weather improved, the crisis was averted. However, that situation pointed up a serious system issue that had to be addressed before the next winter.

Systemwide Issues

In FY 95-96 the systems issues in general are to build on the previous year's experience and to have a more comprehensive plan in place. This year the next step forward will be to solidify a severe weather plan and to build the network of service providers and governmental agencies to implement a plan if necessary.

The most significant issue for the singles system is the net loss of about 20 + spaces with the closure of Recovery Inn and the opening of a new shelter with a maximum capacity of 100 rather the Recovery Inn capacity of 130 +.

In the family system the most significant issue is the need for a system response that does not break down in severe weather.

Recovery Inn Closure, Client Relocation and Related Issues

Closure

The most significant system-wide issue for homeless single adults in the past twelve months has been the unanticipated closure of the Salvation Army's Recovery Inn Shelter. Recovery Inn was closed permanently on June 30th, 1995 due to financial reasons.

Recovery Inn did not accept new residents after the night of May 10th, 1995. Three social service providers (Oregon Human Development Corp.-Hispanic Access, Mental Health Services West-Project Respond and Northwest Pilot Project), along with Multnomah County's Community Action Program Office, offered assessment and housing placement services to 116 clients who were at Recovery Inn the night of May 10th or who were long time residents of Recovery Inn but absent on the night of May 10th.

Client Relocation

Social service providers were able to locate alternate housing situations for 67 individuals, some who had been homeless for years. The majority of clients moved into SRO housing (42) either on a transitional or permanent basis. Twelve clients moved into studio or 1 bedroom apartments. Two clients entered drug & alcohol programs. Three clients went to other shelters, two clients went to stay with friends, and one client moved back to family. Two other clients went to other situations, such as a registered care facility.

Some clients who were living at Recovery Inn on the night of the 10th were unable to be housed. Twenty-one clients left the Recovery Inn without ever receiving an assessment. Many of these clients were at the Recovery Inn for the first time the night of May 10th, and left on their own within the next few days. Twenty-six clients who received assessments were unable to obtain housing. The main reason that these clients did not receive housing were because they had drug and alcohol issues they were unwilling to address, they had a serious mental illness and refused to accept services, or they were undocumented aliens.

Recovery Inn Client Relocation Report — June 1995

TOTAL NUMBER OF CLIENTS AT RECOVERY INN ON MAY 10, 1995 OR LONG TERM CLIENTS= 116

1. AGE RANGE OF CLIENTS

AGES	UNDER 45	45-49	50 AND OVER
	75	15	26

2. NUMBER OF MEN AND WOMEN

	WOMEN	MEN
SEX	15	101

3. ETHNIC BACKGROUND

WHITE	70
AFRICAN-AMERICAN	18
HISPANIC	26
NATIVE AMERICAN	1
ASIAN	1

4. SOURCE OF INCOME

	WAGES/UC	DAY LABOR	DISABILITY & SOC.SEC.
INCOME SOURCE	15	18	20

LENGTH OF HOMELESSNESS RANGES FROM 1 WEEK TO 10 YEARS

5. LENGTH OF HOMELESSNESS

	< 1 YEAR	1-2 YEARS	> 2 YEARS
LENGTH HOMELESS	45	10	22

6. NUMBER OF CLIENTS WHO LEFT ON OWN OR REFUSED SERVICES OFFERED

	NUMBER CLIENTS	HOUSED/IN PROGRAM
CLIENTS LEFT/NOT WANT SERVICES OFFERED	49	3

HOUSING PLACEMENT BY AGENCY

AGENCY	# CLIENTS WORKING WITH	# CLIENTS HOUSED
CAPO	32	32
MHSW	4	4
NWPP	21	21
OHDC	7	7
ON OWN	49	3
TOTAL	116	67

TYPE INITIAL HOUSING PLACEMENT

	SRO	APT	Program	Shelter	w/Friend	w/Family	Other
CAPO	21	6		2	2		1
MHSW	2	1	1				
NWPP	15	2	1	1		1	1
OHDC	4	3					
TOTAL	42	12	2	3	2	1	2

On May 10th, when Recovery Inn was closed to new residents, four social service agencies began working with the clients who were housed there that night and several clients who were long term shelter residents but were absent that night. Agencies began conducting assessments on 116 individuals.

Out of this total of 116 people, **22 left the shelter on their own or refused services.** **Ninety-four** clients therefore, received initial assessments and began working with housing case managers from Northwest Pilot Project, Transition Projects, Mental Health Services West's Project Respond and Oregon Human Development Corporation. Transition Projects did not feel able to provide case management to the Recovery Inn clients and continue to serve the clients in their on-going program so two staff members were hired by the Community Action Program Office to provide housing placement case management services to those clients previously seen by TPI.

Northwest Pilot Project is working with 27 clients 45 years and older (they have lowered their age criteria for this particular project), Mental Health Services West is working with 7 clients who have a major mental illness, Oregon Human Development Corporation is working with 17 clients whose primary language is Spanish, and the Community Action Program Office is working with 43 other clients, primarily those under

the age of 45. Seventeen clients are veterans, and Frank Freyer of Veterans Affairs is providing added assistance for these clients.

As of June 14th 43 clients out of 94 have moved out of Recovery Inn into either temporary or permanent housing situations. **Twenty-four clients** are housed in **SRO hotels** either permanently or on a temporary basis while they work on obtaining subsidized housing. **Nine** clients are housed in their own **apartments**, and **one** is moving into a **trailer** purchased by his employer. **One** client has gone into an **inpatient alcohol and drug program** after spending two weeks vouchered into a SRO hotel. **Three** clients have gone into other **shelters** and are Relocation team members are continuing to work with these clients. **One** client has moved in with a **friend**. **One** client has gone to live with **family** members. **Three** clients are in **other** situations (one client is in a registered care facility, one client is in jail and one left town due to a domestic violence situation). Housing plans are under way for the remainder of the clients. Several clients will be applying to the Shoreline jobs program, other clients have applications in to apartments buildings or SRO's.

There are however approximately 20 clients that we will be unable to house. Some of the barriers to housing these clients are lack of legal status, severe mental illness, and drug and alcohol abuse. OHDC is working with two elderly Hispanic men who are undocumented. Because of their age neither of these individuals are able to compete successfully in the day labor market and therefore do not have any real income. Because of their undocumented status they are not eligible for any type of subsidized housing. Several clients have drug problems or alcohol abuse problems that are so severe that housing them is impossible until they address their alcohol or drug addiction. In most cases these clients are unwilling to seek treatment services. Several clients who have serious and persistent mental illnesses are unwilling to work with either mental health or social service agencies to find them alternate shelter or housing. We will continue to try and engage all of these clients and help them find appropriate services to overcome the barriers to their housing.

Temporary Shelter:

As a result of the loss of basic shelter for homeless single adults, the City of Portland agreed to build a temporary shelter for 86 men and 14 women that will operate until March of 1998. This shelter will be located on city property on NW 9th near the Lovejoy ramp. The Community Action Program Office participated in the design and planning of the shelter and has begun to design an intake and assessment center that will be located at the shelter and operated by CAPO staff. The intake and assessment center will focus on linking clients to housing or to the appropriate social service agency to help clients resolve their homelessness.

Outreach Grant:

In FY 95 the City of Portland received a homeless singles outreach grant from the Department of Health and Human Services. This grant application was a community effort of Mental Health Services West, Transition Projects, Outside In, and Multnomah County to expand the work of Project Respond (Mental Health Services West outreach program to homeless mentally ill persons) and other outreach efforts to diverse populations (veterans, homeless youth, homeless campers). Included in this grant will be funds to develop a services network to help vulnerable homeless singles who, for various reasons, may not have been able to access the services and benefits they need.

New Womens Shelter:

In FY 95 the singles services system sited the new women's shelter to be built on a vacant lot at 11th and Burnside and to be operated by Transition Projects. Completion is expected in the Spring/Summer of 1996 and will provide shelter for 50 women.

Future Directions:

The biggest challenge for FY 96 will be to integrate the new shelter facility into the singles system and to design a network that can meet the emergency basic needs of single homeless men and women and help them to obtain permanent housing and economic stability.

Homeless Youth Services

Goal

The goal of the youth service system within the community action service system is to decrease the number of homeless street youth living outdoors and in unsafe conditions.

Objectives

The objectives for the youth service are similar to the objectives for the adult service system which are:

- A. An increased number of homeless youth are able to have their emergency basic needs met for food, shelter, clothing, health care, and safety; and
- B. An increased number of homeless youth are stabilized in housing and are able to remain there six (6) plus months after case closure.

Activities

In FY 94-95 youth singles and families were served as follows:

** Households provided emergency shelter	81
** Person nights of shelter provided	2,598
** Households provided transitional housing	41
** Person nights of transitional housing provided	3,793
** Rent/mortgage/utility assistance households	38
** Total households provided homeless services	156
** Households placed in permanent housing	1

The homeless youth services reported are through the Boys & Girls Aid Society and Outside In.

During the last year Outside In primarily provided case mangement, transitional housing, and direct client assistance through CAPO funds. CAPO services are seen as a base for the diverse outreach, education, and health related efforts of Outside In.

The Boys & Girls Aid Society provided case management and short-term transitional housing for single mothers and their babies. This service is seen as an intermediate step off the street for homeless mother and children before a more permanent housing situation is found.

Systemwide Issues

One of the primary systems issues for FY 95-96 is how to integrate the oversight and management of the Departments youth services to help create a continuum of services in the community.

Low Income Energy Assistance Program (LIEAP)

Goal

To provide assistance to eligible low income households to offset the costs of home energy needed to heat a residential dwelling.

Objective

To provide cash assistance for winter heating costs to eligible low income households.

Activities

Provided energy assistance to the following numbers of households. Program will be completed September 30, 1995.

	1993/94	1994/95
Total Households Served	11,374	YTD 10,053
Total Dollars Spent	\$2,383,389	YTD \$1,890,000
Percent of Grant Disbursed	100%	90%

System Issues

1. The 1995-96 program allocation could potentially be eliminated or reduced by 25% from the previous year.
2. This year the LIEAP Program operated with an extended year round approach. Due to the future uncertainty of the program existence, LIEAP will start as soon as funds arrive and the funds will be used during the winter season.

Action Needed

Advocate for the need of continuing the energy assistance program whenever possible. Discontinue providing the energy education program component and channel all those funds for direct energy assistance payments. Streamline program as feasible.

Energy Case Management (ECM)

Goal

To empower low-income individuals and households to make efficient energy choices in their homes, improve their indoor comfort and/or understand the energy payment procedures.

Objective

To provide individualized assistance in dealing with energy problems, including developing a payment plan for arrearage. The service involves assessment, case planning, service coordination and linkage.

Outcomes of Activity

Agencies have completed direct client assistance, as per contract.

Total Households Served	1993/94	% Performance	1994/95	% Performance
Planned	345		382	
Accomplished	315	91%	355	93% Final
Total Dollars	1993/94		1994/95	
Client Education (Budgeted)	\$122,970		\$126,672	
Client Education (Expended)	\$117,608	96%	\$112,396.16	88% Final
Co-Payment (Budgeted)	\$115,300		\$115,300	
Co-Payment (Expended)	\$98,173	85%	\$105,586	92% Final

Action Needed

Agencies will follow up in six months with the households completing energy case management to determine energy self sufficiency.

Water/Sewer Crisis Assistance Program

Goal

To provide financial assistance to qualified customers whose water has been or is to be shut off for non payment of their water/sewer bill, in order to enable them to meet minimum payment requirements and have water service resumed or continued.

Objective

1. To provide income eligibility determination for the City Of Portland Department of Environmental Services for two years.
2. To provide cash assistance for City of Portland low income water/sewer customers in crisis.

1994/95 Activities

Annual Projection:	500
Households Assisted YTD:	187

Voucher Assistance

Budget:	\$25,000
Amount Spent YTD:	\$8,535

Water/Sewer Bill Discount Program

Goal

To assist low income persons to maintain financial integrity through water and sewer utility bill relief.

Objective

To provide a bill reduction for City of Portland low income water/sewer customers.

Activities

Program started in January of 1995 and has qualified over 2,213 households for the bill discount program.

Action Needed

Work with agencies and City of Portland to coordinate better access for new clients.

Low Income Home Weatherization Program

Goal

To maximize the energy efficiency of households occupied by low income consumers in Multnomah County. To increase consumer comfort, decrease energy consumption, and maintain health and safety standards for consumer households. To educate low income consumers on efficient energy practices and related home safety issues. To increase the energy efficiency of dwellings included in the local affordable housing inventory.

Objectives

1. Install cost effective conservation measures, ensure a safe and efficient heating system, assess the electrical system and make recommended safety corrections, and provide a means to maintain the integrity of the building.
2. Develop and coordinate collaborative, financial programs for low income properties through linkages with community development programs, the City of Portland's Energy Office and the Bureau of Community Development, Portland Development Commission, Multnomah County Community Development Program Office, the City of Gresham's Community Development Office, utilities and community based organizations.
3. Provide training and technical assistance to private for-profit contractors, community service agencies, clients, utilities and community development organizations.

Activities

Subcontractors

- ◆ Provide cost-effective weatherization services; heating system replacements, repairs, and upgrades; electrical safety repairs; structural durability, health and safety, and integrity repairs.

CAPO Staff

- ◆ Facilitate and coordinate all services provided by the subcontractors.
- ◆ Coordinate and conduct subcontractor training, plan the quarterly Oregon Energy Coordinator Association meetings, attend meetings with Utilities, vendors and other providers.
- ◆ AmeriCorp volunteers started November 14, 1994. AmeriCorp volunteers played an important role in the completion of the Villa de Clara Vista apartments, the largest weatherization project for the County since inception.
- ◆ The Request for Bid (RFB) for a 27-unit apartment complex was cancelled due to extremely high bids. Looking at alternative funding methods to complete the project.

- ◆ Conducted an informational weatherization contractors meeting. This was to allow input from contractors for programmatic operation and to discuss funding issues for FY 95/96.
- ◆ Participated in the City's Energy Office Block By Block Energy Fair. Commenced contract work on the Block By Block program thereafter.
- ◆ Planning for large Consumer Energy Education project at the Villa de Clara Vista apartments to be conducted in Spanish. This will also post blower-door testing of each unit (178), installing water conservation measures and completing a health and safety check list for all units.

Systemwide Issues

New database software is being developed to better serve the needs of the program in the collection and reportage of client data and outcome measures.

Action Plan

1. Establish and develop relationships with other potential funders.
2. Organize and coordinate services with community development corporations and other low income housing providers.
3. Develop resources to maintain and expand the weatherization and housing programs beyond 1996.

AmeriCorps Program

In partnership with The Oregon Energy Conservation Corps and the State of Oregon Housing and Community Services, CAPO weatherization staff began supervising and training six welfare reform AmeriCorp participants in November 1994. Our members have all been recruited through Mt. Hood Community College's Steps to Success Program. Participants are all single parents on AFS who have demonstrated a desire to work toward becoming independent of the social welfare system.

Staff Activities

Set up operating facilities in the Morrison Building
 Schedule and staff field weatherization training
 Provide weekly classroom training
 Conduct on site training for participants
 Arrange for Bonneville Power Administration energy auditor inspector testing
 Staff AmeriCorp director and joint program meetings
 Arrange for personal development training

Direct Service Accomplishments

Installed water conservation devices in 168 residences
 Physically relocated the contents of our east county warehouse to the Morrison building
 Performed six City of Portland Block by Block energy audits

Direct Service Accomplishments (cont'd)

Completed 39 Countywide energy audits
Inspected weatherization measures installed on over 200 residences
Transferred client data for six program years to new data base for the City Energy Office
Performed blower door tests on over 250 residences
Interviewed clients at AFS and AMA as part of a CAPO project to evaluate community services

Participant Training Accomplishments

Three day duct leakage diagnostic training
One day carbon monoxide testing
Two day pressure diagnostics
One day communication, conflict resolution, and diversity
Two days cross training with Clatsop and Yamhill Counties
Brown bag sessions on: Assertiveness, time management, and managing change

Volunteer Activities

Assisted Community Development in setting up the Fair Housing Conference and attended sessions
Participated in President Clinton's economic summit visit and rally in Portland
Attended the national Low Income Energy Conference in Portland
Participated in the filming of an Oregon Energy Corps video that will be sent to Washington D.C.

Outcomes

Our members have passed their BPA energy auditor inspector tests and are now certified
These graduates have put a career development plan in action and are all continuing to work toward their career goals
CPR training and certification was obtained for all participants

Unique Successes

Two of our members developed enough self-esteem and confidence to leave abusive relationships . One member is now working with our domestic violence coordinator researching restraining orders to compile data for a position paper . Subsequent to our personal growth training attendance of two members improved markedly.

Three of our members attended a town hall meeting with Congressman Ron Wyden and as he was leaving, one participant who began the program as an extremely passive individual, got the congressman's attention and shared her feelings on AmeriCorp, welfare reform and the Jobs Program. Her input was positively received.

The following excerpts from AmeriCorp journals speak for the personal successes of this program:

Hi, my name is Starlae Holmes, I'm in the county weatherization program as an AmeriCorps participant. I am on public assistance and am trying to get some good training to get a real good job and that is going to be great! I became a certified auditor and inspector and hopefully I am going to be hired here at the county or at P.G.E. as a meter reader. But before I got into this program I was a mom and a homemaker and had really bad self esteem. I was not very good with people. I would start stuttering (sic). I have confidence in myself now that I can get any job that I qualify for. My family can't believe how much I have changed for the better. I got so much training in diversity, CPR and communication skills, I feel so much like somebody in society. I am very thankful to the Steps to Success for all they have done for me. If it wasn't for them I would not be where I am today. Thank you all for helping me become somebody in today's society.

My name is Evelyn Carpenter, I am a welfare reform AmeriCorp member recruited from Mt Hood Community Colleges Steps to Success Program. I am a participant in the Multnomah county weatherization AmeriCorp program. When I started the program I had no workable skills. I had been a housewife and mother for eleven years. Since joining I have had the opportunities to receive a lot of training, such as assertiveness, diversity, CPR, communication, and conflict resolution. Not to mention all the technical training it took to get my BPA certification. I am now a certified energy auditor inspector. This program has changed my outlook on life. I am more confident, my self esteem has been raised tremendously, I also have better people skills. I have enrolled for a second round of AmeriCorp in which I will be helping train the new [volunteers] and I will be doing a special research project for the domestic violence coordinator for Multnomah County. After my second round I plan to get an entry level job in social services and use my educational stipend toward a degree.

I am very grateful to AFS, Steps to Success, and AmeriCorps. They have all been instrumental in changing my life. Now I will be able to get off of public assistance and give myself and my children the kind of life we deserve. Sincerely, Evelyn Carpenter

(Editorial note: These women not only contributed many hours of community service which contributed to the health, safety, and comfort of many people in Multnomah county, they viewed the hard work and demands of training as an opportunity to better themselves. Far from the stereotype, these women have demonstrated that, given the right atmosphere, community service is more, much more, than a warm fuzzy, it's life changing. -- rlw, community organizer)

System Issues

State of Oregon Housing and Community Services has chosen to not renew the grant. Other vehicles to facilitate future programs are being investigated by the impacted jurisdictions.

Actions Needed

The establishment of a citizens advisory board to help oversee the program and provide the linkages necessary to facilitate volunteers transitioning into careers.

Veterans Services

Goal

To provide comprehensive services to Veterans and their dependents throughout Multnomah County. To increase the level of benefits and number of eligible person receiving benefits from the U.S. Department of Veterans Affairs; allowing for the shifting of local funding to others in the community who are ineligible for existing federal programs.

Objectives

The County Veterans Services Officer (CVSO) seeks to provide guidance, counseling and affirmative action to seek out the clientele and deliver a comprehensive plan to obtain all benefits available under Title 38 U.S.C. and Oregon Revised Statutes.

Activities

Since July 1, the CVSO has provided benefit recovery services on a full time basis. The CVSO works out of three Aging Services Centers in Portland, and on outreach to homeless veterans and liaison with other agencies the remainder of the work week.

Recoveries listed consist of verified amounts received by County residents from U.S. Department of Veterans Affairs funded programs, each recovery is in direct dollars to the clients, or in some cases, to the county through repayments for services to Aging Service programs. The majority of moneys recovered are paid directly to veterans and their dependents for Pension or Compensation claims.

MULT. CO. VETERANS BENEFIT RECOVERIES APRIL - JUNE 95		
APR RECOVERIES		\$229,336.00
MAY RECOVERIES		\$257,620.55
JUN RECOVERIES		\$268,572.68
QUARTERLY RECOVERIES		\$755,529.23

Systemwide Issues

At present, the latest figures from the U.S. Department of Veterans Affairs, dated Fiscal Year 1993, reveal a veteran population of 69,279 (with an estimated dependent population of 20,000 to 25,000) and a within county expenditure of \$ 220,161,224.00 per year. Of the \$ 220,161,224.00 expended within Multnomah County, the direct benefits to veterans and their beneficiaries amounts to \$ 47,311,642.00. It is estimated, from historical data from adjoining counties, that increase in clients served and amounts received may increase in the 12 to 20 percent range following expansion of the County Veterans Service Officer position into a full time office.

Due to the limited nature of expenditures and consequent limited availability of hours the present CVSO has been limited to serving the clientele of said offices and the growing response from the public as referrals begin to mount from various agencies. Due to the changing manpower and mission of the U.S. Department of Veterans Affairs Regional Office, the federal agency is not an advocate for the veteran population;

services are provided when sought, but the agency does not actively seek out clients for its programs. Additionally, the federal agency does not actively assist veterans in any disagreements with its official decisions; requiring out of agency involvement in the administrative appeal process; an increasing component of the CVSO. As an indicator of this phenomenon, the CVSO frequently receives referrals from employees of the U.S. Department of Veterans Affairs. This appears to be due to the down-sizing of the federal agency and the present heavy workload. Additionally, this office is working to seek out and address the needs of the county's homeless veteran population, as well as its present work of increasing benefits to the aging veteran population.

In these times, there is a growing need for outreach toward the triple at risk populations consisting of the aging, the homeless and the mentally ill, many of whom are also members of the veteran and their dependent populations. In the present makeup of this office there is daily, continuous interplay between the CVSO and the Aging Services workers to meet the needs of their dual constituencies. In many instances the cooperation between the offices results in a better standard of living for the clients, a substitution of federal for local dollars in meeting the needs of the clients and delivery of a more comprehensive system of meeting the needs of the clients (and in some instances the local service providers).

The need for a comprehensive plan of outreach is evident from the large population of persons presently falling through the ever shrinking "safety net". In large part, particularly with the veteran homeless population, an advocate skilled in the federal U.S. Department of Veterans Affairs system is invaluable in bridging the gap between services and the potential clients. Presently, there is a great deal of distrust by segments of the veteran population towards the U.S. Department of Veterans Affairs; this office and myself in particular (a disabled Vietnam combat veteran) can effectively reach those who can not or will not seek assistance to which they are legally entitled by Title 38 U.S.C.

Oregon Hunger Relief Task Force

Goal:

To ensure Oregonians dignified access to an adequate amount of nutritious, quality food.

Objectives:

1. Advocate on the behalf of hungry low-income Oregonians.
2. Increase the amount of emergency food available to low-income Oregonians.
3. Encourage the expansion and promotion of existing nutrition programs, and increase local access to food through non-emergency food channels.
4. Create opportunities for local community-based food sustainability in low-income neighborhoods.

Activities:

Advocacy

1. The Hunger Relief Task Force made two recommendations to the 1995 Legislature. These recommendations were drafted into two bills: 1) the first recommendation was a state appropriation of \$100,000 to initiate a WIC Farmer's Market Nutrition Program (FMNP) in Oregon. This program provides checks to WIC participants that can be redeemed at local farmer's markets in exchange for

locally grown fresh produce. 2) the second recommendation was to allocate \$500,000 to the statewide network of emergency food banks. At the end of the session, \$100,000 was appropriated for the FMNP and \$350,000 was appropriated to the statewide network of emergency food banks.

2. Tracked federal and state legislation impacting low-income Oregonians and created and widely disseminated information about its impacts.
3. Developed and disseminated press releases, wrote op-eds, visited Oregonian editorial board, and organized media events to highlight the impacts of proposed Congressional legislation.
4. Spoke to many groups, conferences, and forums about federal welfare legislation and its impact on low-income Oregonians. Speaking engagements included KATU Sunday Northwest, CAPO Housing and Human Investment Conference, Idaho-Oregon United Methodist Conference, Oregon State University Forum on the Contract with America.
5. Worked with the Human Services Coalition to organize a Lobby Training Day in Salem.

Emergency Food

1. Secured grant of \$100,000 from the Oregon Department of Economic Development for emergency food needs in timber-affected areas of Oregon.
2. Passed legislation appropriating \$350,000 to the Oregon Food Bank Statewide Network of Regional Coordinating Agencies.
3. Formed a working coalition made up of representatives from the Oregon Department of Agriculture, the Oregon Food Bank Food Advisory Council and the Oregon Hunger Relief Task Force, to explore prison farming/gleaning ideas to increase the amount of emergency food available in Oregon.

Promotion of non-emergency food programs

1. Developed and distributed a report on the Oregon WIC program to be used for outreach and promotion.
2. Passed legislation to start a WIC Farmer's Market Nutrition Program.
3. Secured grant of \$20,000 from KRAFT Foods, Inc. to develop 2 model expanded child nutrition programs involving parents, community leaders, and school officials. The first project was started in June at Hughes Memorial Church. Children participating in the Summer Food Service Program will have access to other educational, and recreational activities including work in the Emerald Community Garden, and participation in a 6 week long nutrition education cooking classes.
4. Develop a plan for a statewide breakfast promotion campaign aimed at high school age children.

Community Food Security

1. Developed a coalition that is working to implement a community garden in the Brentwood-Darlington neighborhood. The gardening project will involve neighborhood schools, a new community center, and the neighborhood association. The project will also focus on providing

classes on nutrition, canning and preserving, and ethnic gardens.

2. Started the Emerald community garden in Northeast Portland. This garden is a joint project between the Safehaven Project, Portland Community Gardens, Neighborhood Green Corps, and Habitat for Humanity. The garden will focus on involving neighborhood children and the community at large.

Emerging Trends

Current Congressional legislation is threatening to dismantle federal entitlement programs and block grant and drastically cut funding for a number of anti-hunger and welfare programs. These Congressional proposals will have a devastating impact on low-income Oregonians and analyses show that Oregon will lose millions of dollars in federal funds to fight hunger and poverty. Federal support of hunger relief is diminishing. During Federal fiscal year 1995, The Emergency Food Assistance Program (TEFAP) commodities were reduced by 81%. Food industry donations are also declining due to industry inventory efficiencies.

System Issues

Collecting data on hunger continues to be a challenge. Anti-hunger advocates are forced to rely on Census data, federal food program service statistics and Oregon Food Bank service statistics.

For More Information

Available through the Community Action Program Office

Community Action Commission

- Commission Fact Sheet

Community Action Program Office

- FY 1995-96 Budget
- FY 1995-96 Community Action Plan
- Office Guide to Services

Policies and Plans

- Strategy for Serving Homeless Single Adults in Portland/Multnomah County, Oregon
- How Are We Doing So Far? Update and Review of Restructured Housing and Services System for Homeless Single Adults in Downtown Portland
- Shelter and Related Services for Homeless Youth In Downtown Portland
- Winter Response Plan for Homeless Individuals and Families
- Improving Human Services for Low-Income Hispanics in Multnomah County

Housing, Homelessness and Domestic Violence

- Defining a Continuum of Care: Portland's Effort to End Homelessness
- Snapshot of Homelessness: One Night Shelter Count in Multnomah County
- Review of Transitional Housing Programs for Homeless Single Adults in Downtown Portland
- Rent Assistance for Families: An Evaluation of Program Effectiveness
- Before One More Woman Dies: A Report on Domestic Violence in the Tri-County Area
- From Harassment to Homicide: A Community Confronts Violence in the Family

Poverty

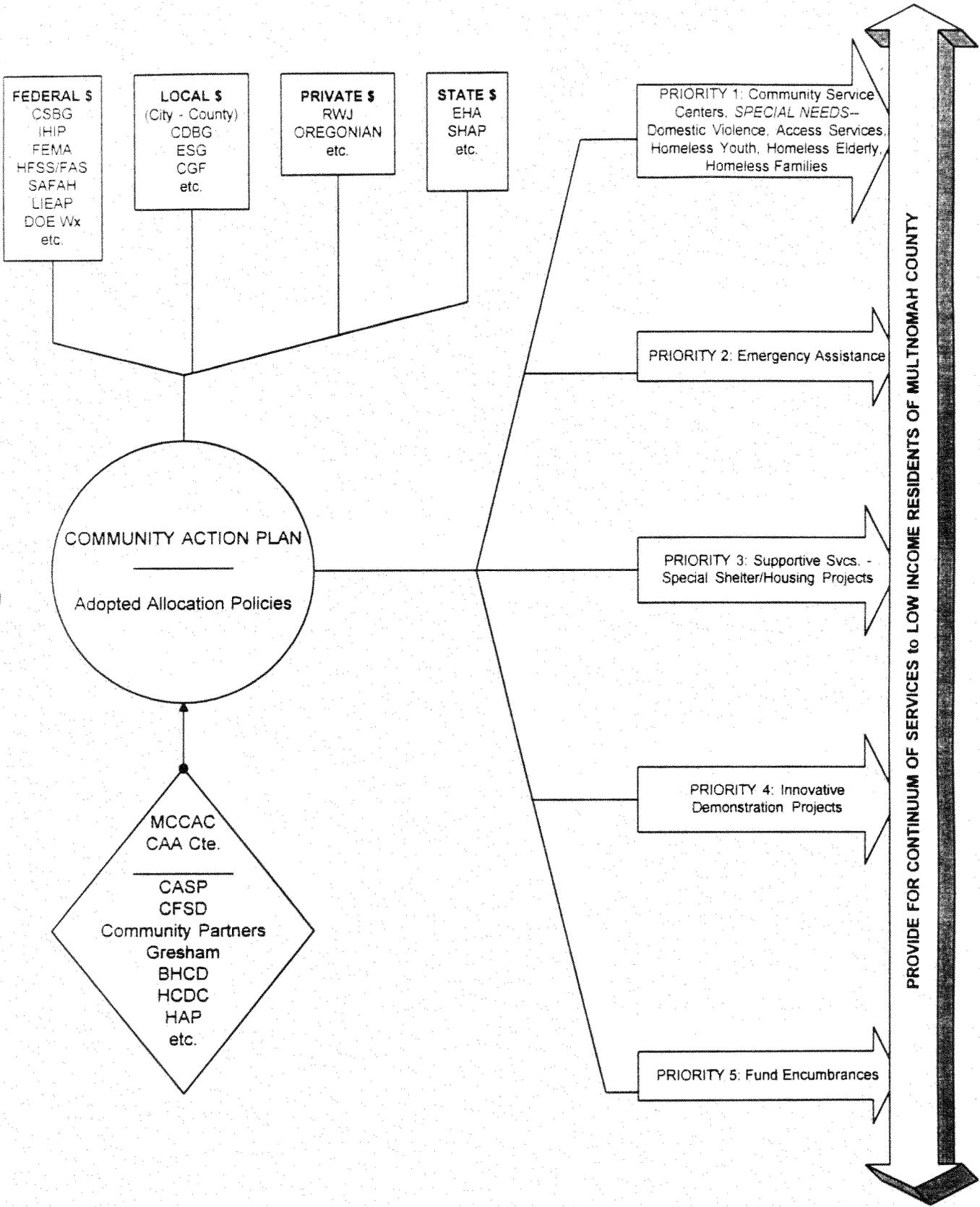
- Some Facts about Poverty and Homelessness in Multnomah County
- Factors Affecting Poverty
- Proposed Benchmark Plan: Poverty

Community Action

- Critical Moments in Community Action History
- The History of Community Action Agencies
- The War on Poverty

To receive these materials or to become involved in the work of Community Action, please call Dana Brown, 248-3999 x 4780.

DETERMINATION OF FY 1995-96 FUNDING PRIORITIES: DCFS COMMUNITY ACTION PROGRAM



FEDERAL \$
CSBG
IHIP
FEMA
HFSS/FAS
SAFAH
LIEAP
DOE Wx
etc.

LOCAL \$
(City - County)
CDBG
ESG
CGF
etc.

PRIVATE \$
RWJ
OREGONIAN
etc.

STATE \$
EHA
SHAP
etc.

COMMUNITY ACTION PLAN

Adopted Allocation Policies

MCCAC
CAA Cte.

CASP
CFSD
Community Partners
Gresham
BHCD
HCDC
HAP
etc.

PRIORITY 1: Community Service
Centers, *SPECIAL NEEDS*--
Domestic Violence, Access Services,
Homeless Youth, Homeless Elderly,
Homeless Families

PRIORITY 2: Emergency Assistance

PRIORITY 3: Supportive Svcs. -
Special Shelter/Housing Projects

PRIORITY 4: Innovative
Demonstration Projects

PRIORITY 5: Fund Encumbrances

PROVIDE FOR CONTINUUM OF SERVICES TO LOW INCOME RESIDENTS OF MULTNOMAH COUNTY

“Poverty is the greatest risk factor of all. Family poverty is relentlessly correlated with high rates of school-age childbearing, school failure, and violent crime—and with all their antecedents. Low income is an important risk factor in itself, and so is relative poverty—having significantly less income than the norm, especially in a society that places such a high value on economic success. Virtually all the other risk factors that make rotten outcomes more likely are also found disproportionately among poor children: bad health in infancy and childhood, malnutrition, having an isolated or impaired mother, being abused or neglected, not having a decent place to live, and lacking access to the services that would protect against the effects of these conditions.”

-Lisbeth Schorr, Within Our Reach; xxii-xxiii

COMMUNITY AND FAMILY SERVICES DIVISION
HOUSING & COMMUNITY SERVICES
INTEROFFICE MEMO

To: Housing and Community Services Staff
From: Rey España, Manager
Subject: Management Action Plan Outline
Date: October 7, 1994
CC: MCCAC, PAB and Community Contractors and Partners



Introduction: Following are my initial thoughts on management priorities for the County's Community Action and Housing and Community Development program areas. My effort will be to proactive and focus attention on the plan outlined below. My approach will be to initiate and stimulate discussion and integrate actions into the management of the programs. The following is not intended to be a plan of action in itself, but rather provide a framework for strategic actions which will developed over time.

I will initiated an orderly review of the status of the program areas and assess current staff assignments and organization relative to program and management priorities. I am clear on my purpose and look forward to working with you on behalf of poor people and address head on the cause and consequences of poverty in our community.

Challenge: The continual growth of poverty, homelessness, family instability, teen pregnancy, youth dropouts, youth violence, domestic violence, child abuse, job discrimination and unemployment, housing discrimination and the presence of bigotry and racism makes the task of addressing the needs, issues and untapped potential of our community a matter of great urgency, one which requires everyone's efforts.

Action agenda: a policy framework and action strategy for broad based community action and development.

- *vision and mission*
relevance of CSFD/HCS as lead agency and principle Stakeholders in county for demonstrating caring communities and improved quality of life for all low income residents of the county.
- *unified approach*
county programs and community partners and Stakeholders must recognize their share of the vision and move in the same direction
- *comprehensive unified vision*
includes our efforts in development and maintenance of adequate and affordable housing, fair housing and job discrimination protection, protection of the environment, public safety and economic growth coordinated with human and social development

The Plan: Comprehensive community service integration (e.g. coordination, collaboration and integration) is the strategy for removing barriers to effective service planning and delivery .

- *consolidate and simplify* - Focus program resources, broaden scope. Programs must be consolidated to provide more flexible assistance programs for the client, community and contractors (HCS customers) and eliminate less effective or lower priority programs.
- *coordinate and collaborate* - Link programs. Incentives need to be built into programs to reward collaboration at all levels of government, between agencies, and with the private sector to promote the better utilization of resources and sustain growth.
- *strategic plan* - Communities require strategic planning assistance geared toward economic, physical and social development that crosses traditional functional lines. Address such issues as: How can we make the community better for poor people?, or How can the managed care model of service delivery be responsive to poor people?
- *strengthen data collection, program evaluation and reporting* - Improve program accountability and support results oriented management; more timely and readable information to community, tax payers, residents/citizens, electeds, staff and partners. Develop information and data systems to effect tracking of program/service effectiveness and program integration.
- *"continuum of care" concept* - Provide a comprehensive system that can move people to be self-sufficient, e.g. the homeless to permanent housing, retrieve those who have dropped out provide them with skills to obtain a living wage career option, increase graduation rates of students and provide them with career options. Create real opportunity for disadvantaged individuals and communities to empower them to achieve self-sufficiency and not merely helping them to survive.
- *community partners* - Improve the management capacity and practices of community-based partners. Involve key actors and assist in the development of quality leadership.
- *serve priority needs*, - Renew the commitment to meeting local community (neighborhood) priority needs efficiently and effectively through community organization. Establish a connection to community, speak, listen and act. Establish evaluation criteria to measure success.
- *take action, phase in over two years*. Monitor data collection mechanism to provide feedback that allows for changes in the strategy as needed.

Values:

- promote independence, dignity and empowerment
- involve individuals and organize communities in decision that affect them
- use the least intrusive, cost effective intervention in peoples lives that are appropriate to their needs
- make services and service authorization available as close to the need as possible
- encourage change and innovation to continually make the system responsive to individual, family helping them to be self-sufficient and break the cycle of poverty
- relate to agencies and organizations in a positive collaborative and cooperative spirit

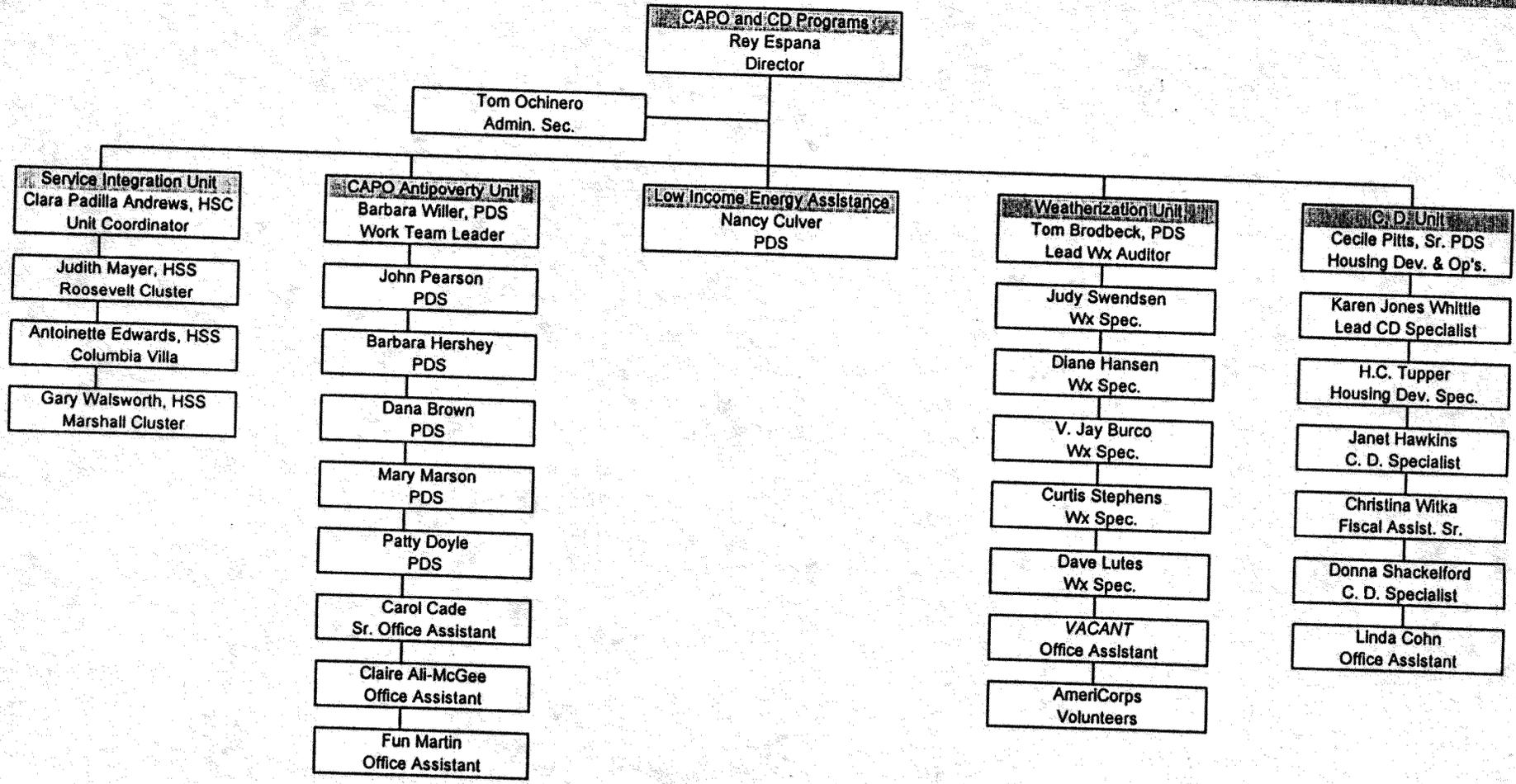
Issues: Following is a partial listing of what I categorize as "vision", "community" or "system" types of issues that I have initially identified. Staff are encouraged and challenged to help build an agenda which aims to end poverty for poor people in our community. These issues will be addressed and worked through by staff working as individuals, teams and/or work groups, and will include and involve policy and advisory board members, contractors, community members and partners as Stakeholders wherever appropriate, strategic, ethical and. etc. This list is assumed to be dynamic, meaning other issues will need to be added. This list is not in order of priority.

- comprehensive strategic planning based on vision
- develop contract flexibility, e.g. block granting
- evaluate program models - reaffirm linkage between planning and evaluation
- performance assessment, outcome evaluation, benchmarks
- marketing strategy for anti-poverty efforts, building partnerships
- resource development, identify new revenue streams
- how will HCS work with funding sources to meet contract requirements; provide assurances of accountability, stimulate collaboration, and operationalize values
- implement and monitor system-wide service quality standards, encourage change and innovation for better quality of services
- build delivery system capacity, implement Total Quality Management/Continuous Quality Improvement techniques

I look forward to working with and for you in the struggle to end poverty.

:notes1.doc

ORGANIZATIONAL CHART: CFSD COMMUNITY ACTION and COMMUNITY DEVELOPMENT PROGRAMS



CAPO WORK GROUPS

UKAFI

○ = Lead assignment | ● = Team member | △ = Support | ▲ = Emergency Backup

WORK GROUP	Cathy S.	SP	DB	BW	BH	NC	MM	WL	SL	TO	CC	CAM	JA
Policy	●		●	●	●	●	●	●	○	●			
Research & Evaluation	●			●	●			●	○		●		
Housing Services*	●	●		○	●	●	●		●				●
Self-Sufficiency			●	●	●			○	●				
MCCAC			○		●	●				●	●		
Resource Development				●	○	●		●					
CAPO System Planning			●	●	●	●		○	●				
Budget					●	●	○						●
Grants Administration				●	○	●	●		●				
Energy Services						○			●				
Contractor Relations	●		●	●	●	●	●	○	●				
Single Entry Access/ Citizen Satisfaction	●		○			●	●	●	●		●		
System Quality Improvement (ext)				○				●	●				
Staff/Team Development (int)			○	●	●		●			●			
CASP Coordination								○		●			
Office Coordination							○			●	●	●	●
Community Initiatives								○			●		
Omniplan				●	●	●	●	○	●				
Director's Office Coordination										○			
Media/Public Education			○										
COMMITTEE ASSIGNMENTS:													
CAC			○			▲					△		
CAC Exec.			○			▲					△		
EBN													
CASP								○	▲	△			
CAA						○		▲		△			
Housing/Services				○			▲					△	
Housing Forum		●					○						
HAC					○			▲				△	
MIS									○				△

*Housing Services: a) Prevention; b) Emergency; c) Transitional; d) Permanent

CASP Linkages

	Community Service Centers (CSCs)	Access Agencies	Other
Barbara Hershey	Neighborhood House	IRCO	Bradley-Angle House Network Behavioral Health Ctr.
Barbara Willer	HSI		NWPP West Women's Shelter
Dana Brown	YWCA	AIAP	Raphael House
Nancy Culver	Friendly House		Oregon Food Bank Volunteers of America Sara Fleming
Mary Marson	AMA		CPA PWCL
Stephanie Limoncelli		OHDC Catholic Charities	Community Advocates RRI
Wendy Lebow	Portland Impact		Outside In BGAS
Cathy Spofford	TPI		MHSW Frank Freyer

Meeting Date: AUG 29 1995
Agenda No. : B-2

(Above Space for Board Clerk's Use *ONLY*)

AGENDA PLACEMENT FORM

SUBJECT: Briefing by Portland Development Commission on Proposed Economic Investment Policy and Enterprise Zone Investment Guidelines

BOARD BRIEFING: Date Requested: August 29, 1995
Amount of Time Needed: 30 Minutes

REGULAR MEETING: Date Requested:
Amount of Time Needed:

DEPARTMENT: Nondepartmental DIVISION: County Chair's Office

CONTACT: Maria Rojo de Steffey TELEPHONE: X-3955
BLDG/ROOM: 106/1515

PERSON(S) MAKING PRESENTATION: Christopher Juniper/Mark Clemons, PDC

ACTION REQUESTED:

[XX] INFORMATIONAL ONLY POLICY DIRECTION APPROVAL OTHER

SUMMARY (Statement of rationale for action requested, personnel and fiscal/budgetary impacts, if available):

Briefing on proposed economic investment policy and enterprise zone investment guidelines

SIGNATURES REQUIRED:

ELECTED OFFICIAL: Beverly Stein MR

OR

MANAGER: _____

Any Questions? Call the Office of the Board Clerk at 248-3277 or 248-5222.

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**PORTLAND DEVELOPMENT COMMISSION
MEMORANDUM**

DATE: August 24, 1995

TO: Board of County Commissioners for Multnomah County

FROM: Mark Clemons, Economic Development Director 

SUBJECT: City of Portland - Proposed Economic Investment Policy and Enterprise Zone Investment Guidelines - Discussion

Thank you for your input on the City's Economic Investment Policy and Enterprise Zone Investment Guidelines. The outline for our discussion on August 29th is proposed below:

- I. REVIEW/DISCUSSION - PROPOSED ECONOMIC INVESTMENT POLICY
- OPERATING PRINCIPLES (10 MINUTES)
- II. REVIEW/DISCUSSION - PROPOSED ENTERPRISE ZONE INVESTMENT
GUIDELINES (20 MINUTES)

Attached is a conceptual draft of the Enterprise Zone Guidelines which will serve as a guide to the questions being addressed. Your input will help specific drafts of the city's Guidelines and will be provided to City Council at their Council Informal in Sept./Oct. 1995.

The Economic Investment Policy is an enabling policy to guide formulation of City investment programs regarding business development projects. Our discussion will focus on the Operating Principles which govern the programs - including Intergovernmental Coordination.

The majority of discussion time will focus on the Enterprise Zone Investment Guidelines. The new Oregon legislation that becomes effective September 9, 1995 has eliminated the requirement for Zone program companies to hire a certain percentage of workers from the Enterprise Zone. Replacement requirements are the responsibility of local Zone sponsors. Requirements which utilize a geographic test for residency are not considered to be constitutional by the Oregon Attorney General.

The Board of Commissioners will be provided an opportunity to review and comment on the final draft Policy and Guidelines prior to formal Council adoption.

Please call me at 823-3327 or Christopher Juniper, City Business Development Manager at 823-3328 if you have any questions prior to the 29th.

**N/NE PORTLAND ENTERPRISE ZONE PROGRAM:
SUMMARY OF PROPOSED COMPANY REQUIREMENTS**

Note: City Guidelines will be formally adopted by resolution in Fall, 1995.

STATE STATUTES

1. LOCATE IN THE ZONE BOUNDARY and not diminish Oregon employment out of area.
2. EMPLOYEE RETENTION:
 - A. NEW COMPANIES: must retain at least 15% of the peak employment during the exemption period OR not fall below 50% of peak employment for more than one year (measured end of tax year).
 - B. EXISTING COMPANIES: cannot reduce average annual employment in any one year of exemption below 110% of the average annual employment of the firm at time of Zone program "precertification" (prior to start of construction).
3. WAGE LEVELS OF QUALIFYING HIRES: (5 Year Exemption requirement only)
Compensating 70% of all new employees above 150% of Oregon minimum wage.
Compensation includes cash and benefit compensation.

CITY OF PORTLAND GUIDELINES (CONCEPTUAL DISCUSSION DRAFT)

1. HIRING OF LOW INCOME OR OTHER DISADVANTAGED WORKERS: Contractually guarantee either a total number or annual percentage of hiring of low income or otherwise "economically disadvantaged" people through a contractual agreement with PDC, subject to penalties for noncompliance. (Administrative/legal feasibility of such a threshold is still under investigation)
2. NET TAX EFFECT THRESHOLD: The company must meet a net tax effect threshold - EITHER PER NEW JOB CREATED OR PERMANENT EMPLOYEE HIRED THROUGH JOBNET. For companies which do not meet this threshold, the net tax effect of the project can be reduced by contractual commitment to additional community impacts (i.e. higher job benefits or training commitments) and/or contributions to community development programs approved by City Council.
3. TARGETED HIRING RETENTION REQUIREMENT: Incur financial penalties in fourth or fifth years of tax exemption if not **retaining** at least XX% of EITHER low income / "economically disadvantaged" hires OR JobNet hires..... for two years each or face contractual penalties for non-compliance.
4. COVER CITY'S DIRECT COSTS OF SERVICE: Direct estimated service costs to City during the tax exemption period are either covered by other project-generated city business taxes or direct payments by the company. Direct costs are measured as 25% of property taxes exempted by the City of Portland.
5. UTILIZATION OF N/NE SMALL BUSINESS CLEARINGHOUSE FOR SUPPLIERS/CONTRACTORS AND USAGE OF APPROVED ESB CONTRACTORS PROCESS DURING CONSTRUCTION: Companies shall utilize a PDC-approved clearinghouse for all construction contracts and supplier contracts. Construction projects will utilize an approved process for promoting "emerging small business" participation in construction contracts. Construction projects shall utilize a PDC approved Emerging Small Business contractor process to maximize the participation by emerging small businesses in the area.
6. QUALITY OF THE PROJECT'S JOBS: Company must meet minimum job quality threshold as measured by wages, benefits, training provided and advancement opportunities (yet to be determined).

PORTLAND DEVELOPMENT COMMISSION
N/NE PORTLAND ENTERPRISE ZONE PROGRAM:
SUMMARY OF PRIMARY COMPANY REQUIREMENTS

STATE OF OREGON STATUTES

1. **CREATION OF JOBS:** New firms must create at least one job; existing firms in the Portland Metro Area must create at least a 10% expansion of existing jobs shortly after plant opening.
2. **WAGE LEVELS OF QUALIFYING HIRES:** (5 Year Exemption requirement)
Compensating 70% of Zone hires to qualify for Zone benefits above 150% of minimum wage.
3. **JOB RETENTION:**
 - A. NEW COMPANIES: must retain at least 15% of the peak employment during the exemption period OR not fall below 50% of peak employment for more than one year.
 - B. EXISTING COMPANIES: cannot reduce average annual employment in any one year of exemption below 110% of the average annual employment of the firm at time of precertification.
4. **LOCATION OF A QUALIFYING (NON-RETAIL) BUSINESS FACILITY IN THE ZONE BOUNDARY** and not diminish Oregon employment out of Metro area.
5. **FIRST SOURCE HIRES:** Contract with PDC's JobNet a First Source employee recruitment agreement.

CITY OF PORTLAND GUIDELINES

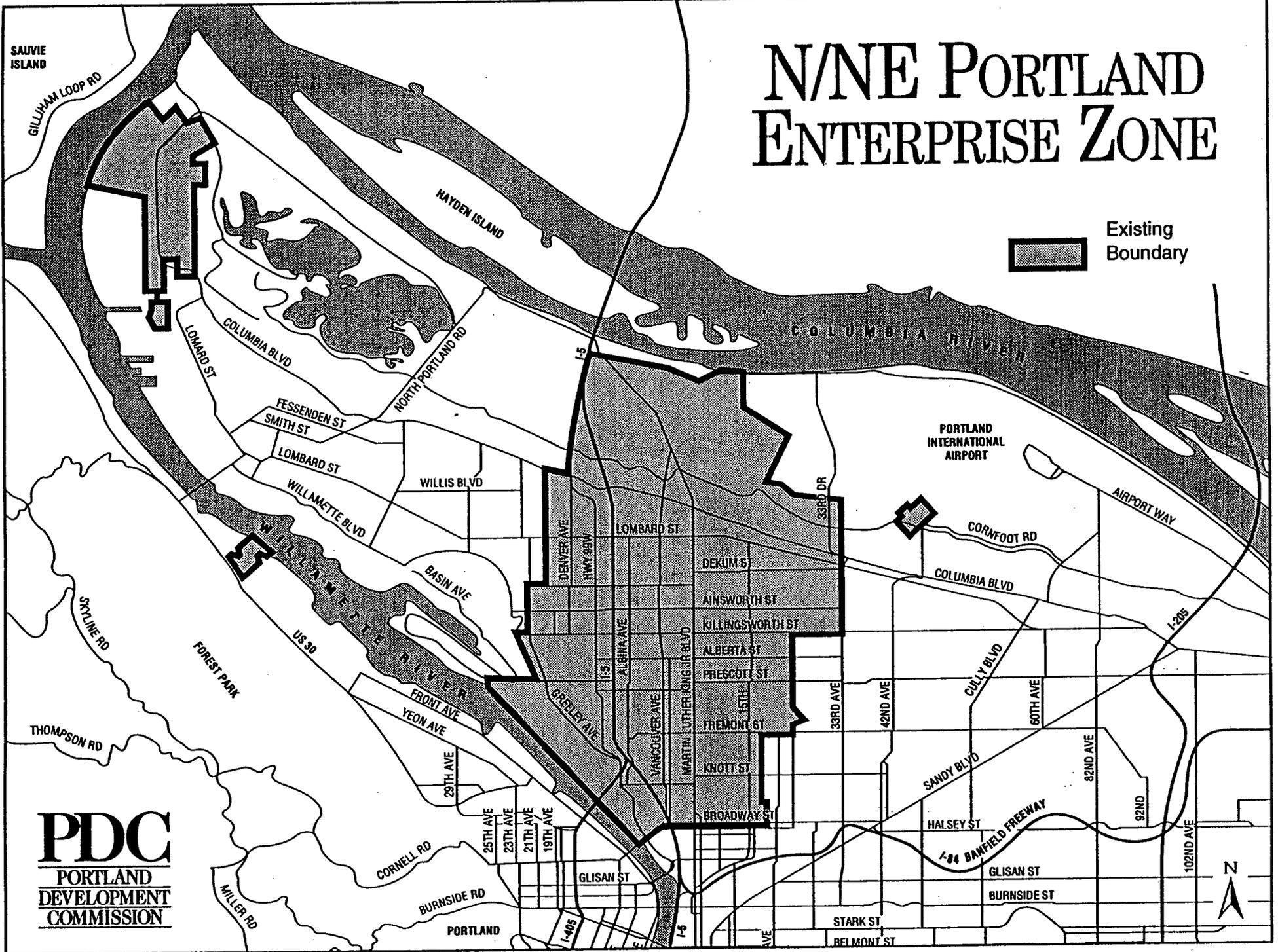
The following apply only to projects seeking a 5-year tax exemption period:

1. **NET TAX EFFECT THRESHOLD:** The company must meet a net tax effect threshold of \$25,000 per Zone resident hire. The net tax effect is the present value of net taxes exempted by the Zone program. For companies which do not meet this threshold, the net tax effect of the project can be reduced by contractual commitment to additional community impacts and/or contributions to community development programs approved by City Council.
2. **ENTERPRISE ZONE RESIDENT RETENTION:** Incur financial penalties if not retaining 50% of enterprise zone resident hires for two years each.
3. **COVER CITY'S DIRECT COSTS OF SERVICE:** Direct costs to city during the exemption period are covered by other city business taxes (direct costs measured as 25% of assessed value which is tax exempted).
4. **QUALITY OF THE PROJECT:** Company must meet a minimum number of Community Impact Matrix points. The matrix considers:

Above average job wages & benefits	Extraordinary benefits for employees
Employee or N/NE resident company ownership	Project removes blight from Inner NE Portland;
Strong internal promotion & training policies	Strong positive effect on local tax base
Internationalization of Portland economy	Development of a City target industry cluster
Project has competitive need to invest in new technology.	

N/NE PORTLAND ENTERPRISE ZONE

 Existing
Boundary



PDC
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COMMISSION