

ANNOTATED MINUTES

*Tuesday, January 16, 1996 - 9:30 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland*

BOARD BRIEFINGS

- B-1 Metropolitan Exposition-Recreation Commission Review of Current and Future Plans and Policy Issues. Presented by Gary Conkling and Patrick LaCrosse.*

**GARY CONKLING AND PATRICK LaCROSSE
PRESENTATION AND RESPONSE TO BOARD
QUESTIONS AND DISCUSSION. CHAIR STEIN TO
SUMMARIZE ISSUES FOR FURTHER BOARD
DISCUSSION.**

- B-2 Community Action Program Office Updates on Singles Homeless Assessment Center; Innovative Projects; County Veterans Services Office; and General Assistance Advocacy. Presented by Rey España, Citizens, Staff.*

**REY ESPAÑA, MARY MARSON, BOB EATON,
CATHY SPOFFORD, FRANK FREYER, DEBBIE
HIGGINS, WENDY LEBOW AND SUSAN EMMONS
PRESENTATION AND RESPONSE TO BOARD
QUESTIONS AND DISCUSSION. SINGLES
HOMELESS ASSESSMENT CENTER STAFF TO
REPORT BACK IN THREE MONTHS. MS. EMMONS
TO DRAFT LETTER TO LEGISLATIVE COMMITTEE
ADVISING OF BOARD RECOMMENDATIONS
REGARDING GENERAL ASSISTANCE PROGRAM.**

*Thursday, January 18, 1996 - 9:30 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland*

REGULAR MEETING

Chair Beverly Stein convened the meeting at 9:31 a.m., with Vice-Chair Dan Saltzman, Commissioners Sharron Kelley, Gary Hansen and Tanya Collier present.

CONSENT CALENDAR

**UPON MOTION OF COMMISSIONER KELLEY,
SECONDED BY COMMISSIONER HANSEN, THE
CONSENT CALENDAR (ITEMS C-1 THROUGH C-4)
WAS UNANIMOUSLY APPROVED.**

NON-DEPARTMENTAL

- C-1 *Re-Appointment of Morgan Dickerson to the HOUSING AUTHORITY
OF PORTLAND*
- C-2 *Appointment of Jim Duncan to the PORTLAND MULTNOMAH
COMMISSION on AGING*

SHERIFF'S OFFICE

- C-3 *Intergovernmental Revenue Agreement 800676 with Oregon Public
Utility Commission, for Sheriff's Office Motor Carrier Safety Unit to
Enforce Commercial Motor Vehicle Safety Rules and Regulations*

DEPARTMENT OF HEALTH

- C-4 *Intergovernmental Agreement 201066 with Oregon Health Sciences
University, for Obstetrical and Gynecological Consultation to County
Clinics*

REGULAR AGENDA

PUBLIC COMMENT

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

NO ONE WISHED TO COMMENT.

DEPARTMENT OF SUPPORT SERVICES

- R-2 *RESULTS Team Presentation: The Amazing Adventures of the Risk
Behavior Intervention Project Rescue Rangers. Presented by Yolanda
Russell-Alexander.*

**SHERYL STUMP REPORTED ON INITIAL RESULTS
OF THREE QUALITY IMPROVEMENT TEAMS**

WHICH WILL CULMINATE IN DECREASED COSTS, INCREASED REVENUE AND IMPROVED CUSTOMER SERVICE. YOLANDA RUSSELL-ALEXANDER PRESENTATION ON REDUCING ERRORS IN DATA COLLECTION OF INJECTING DRUG USERS FOR HEALTH DEPARTMENT AND NIDA MONITORING AND RESPONSE TO BOARD QUESTIONS.

NON-DEPARTMENTAL

- R-3 *Budget Modification NOND 8 Increasing General Fund Allocation to the Portland/Multnomah Commission on Aging from \$78,299 to \$126,815, to Fund Various Expenses Related to the Transition of PMCoA to the Private Nonprofit Foundation of Tomorrow*

AT THE REQUEST OF CHAIR STEIN AND UPON MOTION OF COMMISSIONER SALTZMAN, SECONDED BY COMMISSIONER KELLEY, R-3 WAS UNANIMOUSLY POSTPONED INDEFINITELY.

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-4 *PUBLIC HEARING and ORDER Approving Request for Transfer of a Tax Foreclosed Property to the City of Portland Office of Transportation for Public (Right-of-Way) Purposes*

COMMISSIONER COLLIER MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-4. COMMISSIONER COLLIER EXPLANATION. PORTLAND TRANSPORTATION OFFICE STAFF KATHRYN HALL RESPONSE TO BOARD QUESTIONS. ORDER 96-5 UNANIMOUSLY APPROVED.

- R-5 *PUBLIC HEARING and ORDER Approving Request for Transfer of Tax Foreclosed Properties to the City of Portland Bureau of Environmental Services for Public (Flood Control and Stream Protection) Purposes*

COMMISSIONER COLLIER MOVED AND COMMISSIONER SALTZMAN SECONDED, APPROVAL OF R-5. COMMISSIONER COLLIER EXPLANATION. PORTLAND BUREAU OF

**ENVIRONMENTAL SERVICES STAFF AMIN
WAHAB COMMENTS IN SUPPORT. ORDER 96-6
UNANIMOUSLY APPROVED.**

There being no further business, the meeting was adjourned at 9:55 a.m.

OFFICE OF THE BOARD CLERK
FOR MULTNOMAH COUNTY, OREGON



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 • (503) 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

JANUARY 15, 1996 - JANUARY 19, 1996

Monday, January 15, 1996 - HOLIDAY - OFFICES CLOSED

Tuesday, January 16, 1996 - 9:30 AM - Board Briefings.....Page 2

Thursday, January 18, 1996 - 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.**

AN EQUAL OPPORTUNITY EMPLOYER

*Tuesday, January 16, 1996 - 9:30 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland*

BOARD BRIEFINGS

- B-1 Metropolitan Exposition-Recreation Commission Review of Current and Future Plans and Policy Issues. Presented by Gary Conklin and Patrick LaCrosse. 30 MINUTES REQUESTED.*
- B-2 Community Action Program Office Updates on Singles Homeless Assessment Center; Innovative Projects; County Veterans Services Office; and General Assistance Advocacy. Presented by Rey España, Citizens, Staff. 1 HOUR REQUESTED.*
-

*Thursday, January 18, 1996 - 9:30 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland*

REGULAR MEETING

CONSENT CALENDAR

NON-DEPARTMENTAL

- C-1 Re-Appointment of Morgan Dickerson to the HOUSING AUTHORITY OF PORTLAND*
- C-2 Appointment of Jim Duncan to the PORTLAND MULTNOMAH COMMISSION on AGING*

SHERIFF'S OFFICE

- C-3 Intergovernmental Revenue Agreement 800676 with Oregon Public Utility Commission, for Sheriff's Office Motor Carrier Safety Unit to Enforce Commercial Motor Vehicle Safety Rules and Regulations*

DEPARTMENT OF HEALTH

- C-4 Intergovernmental Agreement 201066 with Oregon Health Sciences University, for Obstetrical and Gynecological Consultation to County Clinics*

REGULAR AGENDA

PUBLIC COMMENT

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

DEPARTMENT OF SUPPORT SERVICES

- R-2 *RESULTS Team Presentation: The Amazing Adventures of the Risk Behavior Intervention Project Rescue Rangers. Presented by Yolanda Russell-Alexander. 10 MINUTES REQUESTED.*

NON-DEPARTMENTAL

- R-3 *Budget Modification NOND 8 Increasing General Fund Allocation to the Portland/Multnomah Commission on Aging from \$78,299 to \$126,815, to Fund Various Expenses Related to the Transition of PMCoA to the Private Nonprofit Foundation of Tomorrow*

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-4 *PUBLIC HEARING and ORDER Approving Request for Transfer of a Tax Foreclosed Property to the City of Portland Office of Transportation for Public (Right-of-Way) Purposes*
- R-5 *PUBLIC HEARING and ORDER Approving Request for Transfer of Tax Foreclosed Properties to the City of Portland Bureau of Environmental Services for Public (Flood Control and Stream Protection) Purposes*

MEETING DATE: JAN 16 1996

AGENDA #: B-1

ESTIMATED START TIME: 9:30am

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Metropolitan Exposition - Recreation Commission Presentation

BOARD BRIEFING:

DATE REQUESTED: January 16, 1996 - 9:30AM

REQUESTED BY: Commissioner Beverly Stein

AMOUNT OF TIME NEEDED: 30 Minutes

REGULAR MEETING:

DATE REQUESTED:

AMOUNT OF TIME NEEDED:

DEPARTMENT: Chair's Office

DIVISION:

CONTACT: Maria Rojo

TELEPHONE #: 248-3955

BLDG/ROOM #: 106/1515

PERSON(S) MAKING PRESENTATION: Gary Conkling, MERC President and Patrick LaCrosse, MERC General Manager

ACTION REQUESTED:

[X] INFORMATIONAL ONLY [] POLICY DIRECTION [] APPROVAL [] OTHER

SUGGESTED AGENDA TITLE:

Metropolitan Exposition-Recreation Commission (MERC) Presentation to Board. Review of current and future plans and policy issues.

SIGNATURES REQUIRED:

ELECTED OFFICIAL: Beverly Stein

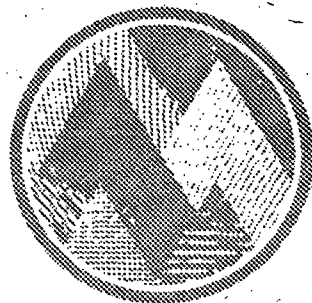
(OR)

DEPARTMENT

MANAGER: _____

BOARD OF
COUNTY COMMISSIONERS
JAN - 9 PM 3:57
MULTNOMAH COUNTY
OREGON

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES



Metropolitan Exposition-Recreation Commission

Summary Business Plan

March 30, 1994

Metropolitan Exposition-Recreation Commission

Sam Brooks, Chair
Richard Ares
Clifford N. Carlsen, Jr.
Gary Conkling
Bernie Foster
Ben Middleton
Mitzi Scott
Richard Waker, former Commission member

Staff Contributors

Patrick L. LaCrosse, General Manager
Pamela S. Erickson, Project Manager for the Business Plan
Jeffery A. Blosser, Oregon Convention Center Director
Harriet Sherburne, Portland Center for the Performing Arts Director
Candy Cavanagh, Civic Stadium Manager
Christopher W. Bailey, Portland Metropolitan Exposition Center Manager
Heather A. Teed, Fiscal Operations Director
Mark P. Hunter, Construction/Capital Projects Manager
Lisa Duckett Vielbig, Graphics Coordinator
Denise Peterson, Executive Secretary, MERC
Carri Burnett, Administrative Secretary, Civic Stadium
Lisa Ausbun, Administrative Secretary, Oregon Convention Center
Martha Deuchler, Administrative Secretary, Portland Center for the Performing Arts

And numerous others, staff and public, who contributed ideas that helped shape the plans.

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.Civic Stadium Plan	
.Portland Center for the Performing Arts Plan	
.Oregon Convention Center Plan	
.Exposition Center Plan	
.MERC Support Business Plan	

EXECUTIVE SUMMARY

1. The purpose of the MERC Business Plan is to achieve financial stability for its facilities: the Civic Stadium; the Portland Center for the Performing Arts, the Oregon Convention Center and the Expo Center. The process was highly participatory and sought to engage the interest and ideas of citizen activists, elected officials, tenants, customers, and staff.

2. MERC's role is primarily as an operator of facilities. While it may perform other functions such as facility development and community service, it can only do so if funding exists.

3. All of the MERC facilities currently need a source of support beyond what they make in earned income. Both the PCPA and the Stadium are tapping a declining fund balance. If no changes are made, PCPA will begin running out of money within a year and the Stadium will be in a similar fix soon after. The Expo-Center has earned considerable profits in the past, but at the expense of capital improvements. Those needs are now substantial and cannot be delayed much longer. The Convention Center is the only facility that was provided a dedicated source of support to perform its public mission.

4. The Convention Center has established a reserve fund. This fund will be available for economic downturns, emergencies, expansion planning, and when tax revenues and business income decline. However, about \$600,000 in annual hotel/motel tax revenue could be available to assist the PCPA on a temporary basis. This would require a request of the Multnomah County Commission to make a small modification to their Ordinance levying the tax.

5. Increases to administrative and support costs immediately after consolidation were more illusion than real since Metro has a different system of charging these costs. Subsequent increases resulted from the loss of the Coliseum and an establishment of a self insurance fund. Overall costs have now declined although increases in single categories continue despite loss in business.

6. Strategies to achieve financial stability are to:

- * Reduce costs by eliminating unnecessary functions, consolidating where cost effective and containing support/ administrative costs.
- * Increase revenue by gaining additional business, finding new sources of revenue.
- * Seek a change in hotel/motel tax supporting the convention center to allow \$600,000 for the PCPA for three years.
- * Enhance business revenue and use private fund raising to finance routine repair and replacement of capital items.
- * Seek additional public funds to support a public service mission for the PCPA and to finance large capital improvement projects needed to meet Seismic Codes and needed for other major replacement.

7. The Civic Stadium's primary strategy is to acquire a Triple A Baseball Team as an anchor tenant. Secondary strategies are to cut costs and seek high yield events such as concerts. As business improves funds will be available to do a series of capital improvements on a prioritized basis. New public funds will be sought for turf replacement and significant seismic improvements, if needed.

8. The strategy for the Portland Center for the Performing Arts is to reach a subsidy level of \$600,000 per year. A target of \$800,000 has been set for FY 94-95 and \$600,000 thereafter. A series of work projects will identify ways to cut costs and raise revenue to achieve these targets. Some capital projects will be financed through increased revenue using a prioritized list. A private capital campaign may be launched to finance enhancements.

9. The Oregon Convention Center's primary strategy is to maintain its high quality facility and service necessary to attract an even larger amount of business. A second strategy is to work in tandem with Expo to upgrade that facility and move some shows there. That will free up some dates for conventions. As OCC approaches capacity, it needs to begin plans for expansion.

10. The Expo Center is in a process of transitioning to MERC. After a review of policies, procedures and practices, efforts will be made to enhance revenue, upgrade services and develop a plan to address needed capital improvements.

11. Administration and support-service costs will be contained by developing an appropriate percentage of total budget costs and setting that as an annual target.

INTRODUCTION

The Metropolitan Exposition Recreation Commission began a business planning process in September, 1993. At a special meeting, we asked business leaders, elected officials, concerned citizens, clients and staff to contribute their energy and ideas to our plan for the future. This final business plan report is the product of that effort.

MERC has some significant challenges over the next five years. Both the Portland Center for the Performing Arts and the Civic Stadium will have lost their source of financial support. The Oregon Convention Center is nearing capacity. An expansion needs to be considered in the next few years if it is to remain competitive in the convention business. The Expo Center, MERC's newest acquisition, has significant repair, replacement and refurbishing needs. All of these situations are addressed in this plan with short and long range strategies designed to bring MERC to a position of financial stability.

This plan will guide MERC for the next three to five years on a course toward a stable foundation. From there it can grow in service to the public. Yet, it is not cast in stone. It has the flexibility to respond to unforeseen circumstances. Each facility has its own component that addresses its own particular business. The plan and its components will be reviewed and updated annually.

Because the plan is focused on financial stability, its scope is somewhat narrow. However, this did not preclude addressing some key policy issues surrounding MERC's role and mission. We felt it important that all issues of concern be put on the table. Many are addressed in the plan; other issues are specifically targeted for future work.

The plan did not address the issue of marketing for all facilities in any depth. In the past, MERC has produced annual marketing plans for its facilities. During the coming year, each facility will revisit its marketing plan in light of the business plan.

This plan was produced with a great deal of input from tenants and other clients, members of several advisory committees, officials from Metro, staff members and concerned citizens. Many public and group sessions were held discussing issues and concerns. A special thanks is extended to all of the participants whose input made this plan a much better product.

BACKGROUND AND HISTORY OF MERC

The Metropolitan Exposition-Recreation Commission (MERC) is a seven-member body of citizens appointed to oversee the management of five different regional facilities: The Civic Stadium is an outdoor sports facility that is a prime venue for professional baseball, college sports and other outdoor events. The Portland Center for the Performing Arts is a four theatre complex housed in three buildings. The Civic Auditorium houses opera, ballet and a variety of commercial productions. The Arlene Schnitzer Concert Hall is home for the Oregon Symphony. The Intermediate Theatre and Dolores Winningstad Theatre house a variety of local theater productions. The Oregon Convention Center, which opened in 1990, provides 500,000 square feet of space for conventions, trade shows and consumer/public shows. The Portland Exposition Center is MERC's newest acquisition. It provides space for large public and consumer shows.

In May 1986, a citizens committee recommended that a regional commission be formed to operate convention, trade and spectator facilities. Facilities operated by the City of Portland and Multnomah County would be consolidated with a new convention center under one operational entity. In October 1987, the Metro Council adopted an ordinance creating the Metropolitan Exposition Recreation Commission (MERC). In December 1989, the Portland City Council and the Metro Council approved the first phase of a consolidation agreement transferring the Civic Stadium, Memorial Coliseum, and the Portland Center for the Performing Arts to Metro for operation and management effective January 1, 1990. Meanwhile, a successful regional bond measure led to the construction of a new convention center. In September 1990, the Oregon Convention Center opened under MERC management. Finally, in January 1994, the Multnomah County Expo Center was transferred to MERC.

The process of consolidation is not yet complete. A second phase will involve a permanent transfer of management and property ownership. A plan to achieve financial stability is key to further consolidation.

This plan is a continuation of other efforts to address the long term finances of the MERC facilities.

In 1990, Metro appointed the Public Policy Advisory Committee for Regional Convention, Trade, Performing Arts, and Spectator Facilities, chaired by Portland attorney Cliff Carlsen--now a MERC Commissioner. That committee reviewed each facility, made recommendations for changes in operation, and documented the need for financial support. Most of these recommendations have since been implemented. One of the significant recommendations of that committee was the completion of this business plan.

In 1992, Metro and the City of Portland joined with the proponents of ArtsPlan 2000 Plus to establish the Funding Task Force for Regional Facilities and Programs. ArtsPlan 2000 Plus was a two year regional planning effort involving citizens, arts organizations and local governments from the four county metropolitan area to plan for future regional arts programming. The task force, chaired by former Metro Councilor David Knowles, was charged with recommending a regional source of funds for MERC's facilities and for arts programs. The final report, issued in December 1993, recommends a \$10-14 million annual regional program to support arts and cultural programs in the region.

OBJECTIVES, POLICY ISSUES, AND MISSION

Specific objectives for the Business Plan were adopted by the Commission as follows:

1. Financial Stability--Reach financial stability for PCPA, Stadium, OCC, Expo* and for MERC itself.
 - a. Establish financial budget reserves for capital replacement
 - b. Identify resources by:
 1. Increasing or adding business
 2. Reducing cost
 - c. Develop more flexibility so funds can be shifted as needed.
 - d. Identify new outside resources.
2. Policy consistency--Identify and review public policy objectives and mission for consistency and conflict.

To address the objectives, each facility analyzed its business and developed a definition of financial stability for its particular circumstances. Then, opportunities for adding business, reducing costs, and locating new resources were examined. Public sessions for each facility were conducted. These sessions brought together tenants, citizens, elected officials and staff to share insight and ideas. From these efforts, strategies evolved to address the financial needs of each facility. These strategies are summarized later in this plan and described in detail in each of the facility plans attached to this report.

Each facility plan is designed to stand on its own reflecting its own public purposes, stage of development and financial condition. The plans' strategies may change as conditions dictate. Each facility plan also discusses its mission and the policy issues which relate to it alone. Some issues affect all facilities and concern the central role of MERC itself. Therefore, this section addresses some of these central issues.

WHAT IS MERC'S CENTRAL ROLE?

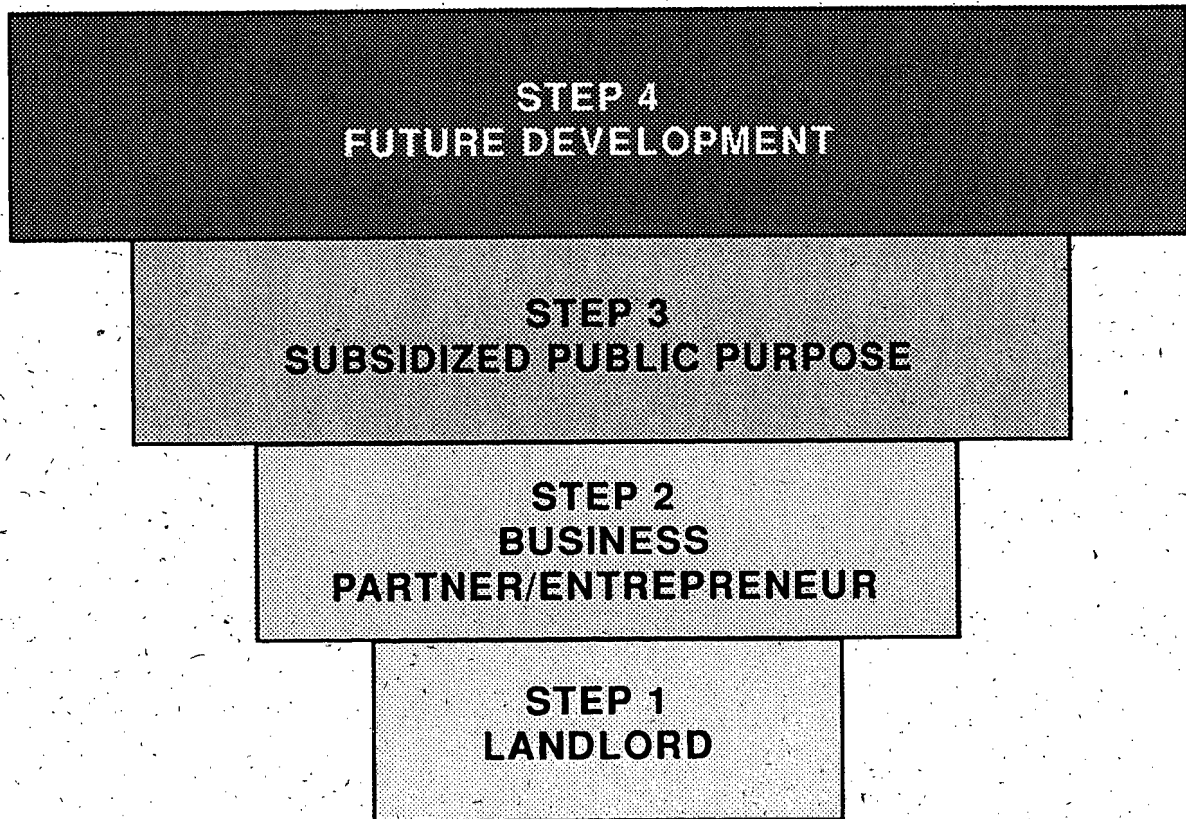
MERC is an operator of facilities. Because MERC was created by Metro, its central purpose is in the Metro Code. That purpose is "to renovate, maintain and operate metropolitan convention, trade and spectator facilities." The section on powers and duties permits other functions, but focuses on the powers needed to operate the facilities.

MERC's operational function can be viewed as accomplished in steps of an inverted pyramid. (See *Illustration 1*) At the base of the pyramid is the primary duty: to keep the facilities open and operating. At this step space is rented with few services provided. If MERC is financially successful at that stage, it can move to the next. This is to attract business through sales and marketing; engage in service enterprises that will serve the tenants and bring in additional revenue. If that is successful, the additional revenue can be used to provide a subsidized public service depending on how that is defined in the facility's own public mission. Finally, when finances allow, it can move to future development and expansion. Each facility need not proceed through each of these steps one by one if it is given sufficient funding to perform at a higher level from the outset.

* Expo added after adoption of objectives.

Illustration 1

MERC'S Operational Stages



Each facility is at a different step on this pyramid. The Oregon Convention Center was given a clear mission to attract convention business and was provided a subsidy to accomplish it. Additionally, funds are now available to improve services and engage in new business activities within the Center; and, it can now begin to develop plans for expansion. The Expo Center is a rental hall. It provides few services and has insufficient revenue for entrepreneurial ventures. The Stadium was designed as a rental facility for sports, primarily baseball. It has some services and minimal revenue for future business ventures. The Performing Arts Center is in a unique situation. It has a public purpose for which funding was not provided. The Center was built primarily for local performing arts organizations. Such organizations cannot exist over the long run without subsidized rents. In this situation, PCPA is a facility operator providing relatively few services, attempting to fulfill a public purpose by reduced rent to local non-profit tenants. If funds cannot be secured to finance this public purpose, it could face closure or the need to raise rents. The latter act would likely drive many local arts organizations out of business.

WHAT IS MERC'S ROLE IN PRESENTATION, BRINGING NEW SPORTS TEAMS, INTRODUCING NEW FORMS OF ART, ENGAGING IN EXPANDED BUSINESS?

Other than the convention center, MERC is not in a financial position to make major investments or take significant risks. However, the Commission has expressed its willingness to consider modest investments in such ventures if justified for business reasons. For example, MERC is willing to make a moderate investment in capital improvements to gain an anchor tenant for the Stadium.

MERC'S ROLE IN FUTURE PLANNING AND DEVELOPMENT OF FACILITIES

At this point, MERC does not exercise a development function, although it is not precluded from doing so. Section 6.01.040 of the Metro Code empowers MERC to "perform planning and feasibility studies for convention, trade, and spectator facilities within the District..."

It would seem that development of MERC's own facilities--such as the Convention Center Expansion and the implementation of the Expo Facilities Plan--is an appropriate function. This might mean the preparation of master plans and feasibility studies for expansions. Such development would only occur when the particular facility is at the stage where it can realistically consider future development. It also seems appropriate for MERC to be involved with community partners in the development of new facilities which would directly impact its business, such as the building of a new public stadium. However, development of new facilities in other parts of the region, such as the End of the Oregon Trail Interpretive Center, might best be left to the political process at Metro.

WHAT IS THE MERC COMMISSION AND CENTRAL STAFF'S ROLE?

The Commission and its staff operate as a holding company managing a diverse array of facilities with different functions, public purposes, and stages of development. Each of the facilities operates with substantial autonomy so it can focus on its particular business.

The Commission is a board of directors that looks after the public interest. MERC must provide leadership in maintaining a public trust by setting goals, objectives, performance standards and then tracking progress. It must establish operational policies and resolve disputes.

MERC and its parent government, Metro, provide centralized services when that mode is most cost-effective.

MERC MISSION STATEMENT REVIEW

The MERC Mission Statement was adopted on May 13, 1992 as follows:

The mission of the Metropolitan Exposition-Recreation Commission (MERC) is to promote, develop and manage the region's public assembly and convention facilities in a manner that maximizes cost effectiveness while meeting the diverse interests and needs of both local and visitor audiences.

It shall:

- * Provide the highest quality events and services in order to ensure community support and pride
- * Meet or exceed clientele expectations
- * Maximize the opportunity for financial return to the community
- * Contribute significantly to the quality of life in the Portland Metropolitan area and the State of Oregon

This mission is broader than the purpose statement in the Metro Code. The Code describes the purpose as "to renovate, maintain and operate" facilities while the mission says "to promote, develop and manage the region's public assembly and convention facilities." While the Metro Code permits promotion and development, it suggests they are more ancillary than central functions.

MERC should reconsider its Mission Statement at some point in the near future to more accurately reflect the central function given it by Metro. It might be recast to portray the several steps of operation discussed earlier.

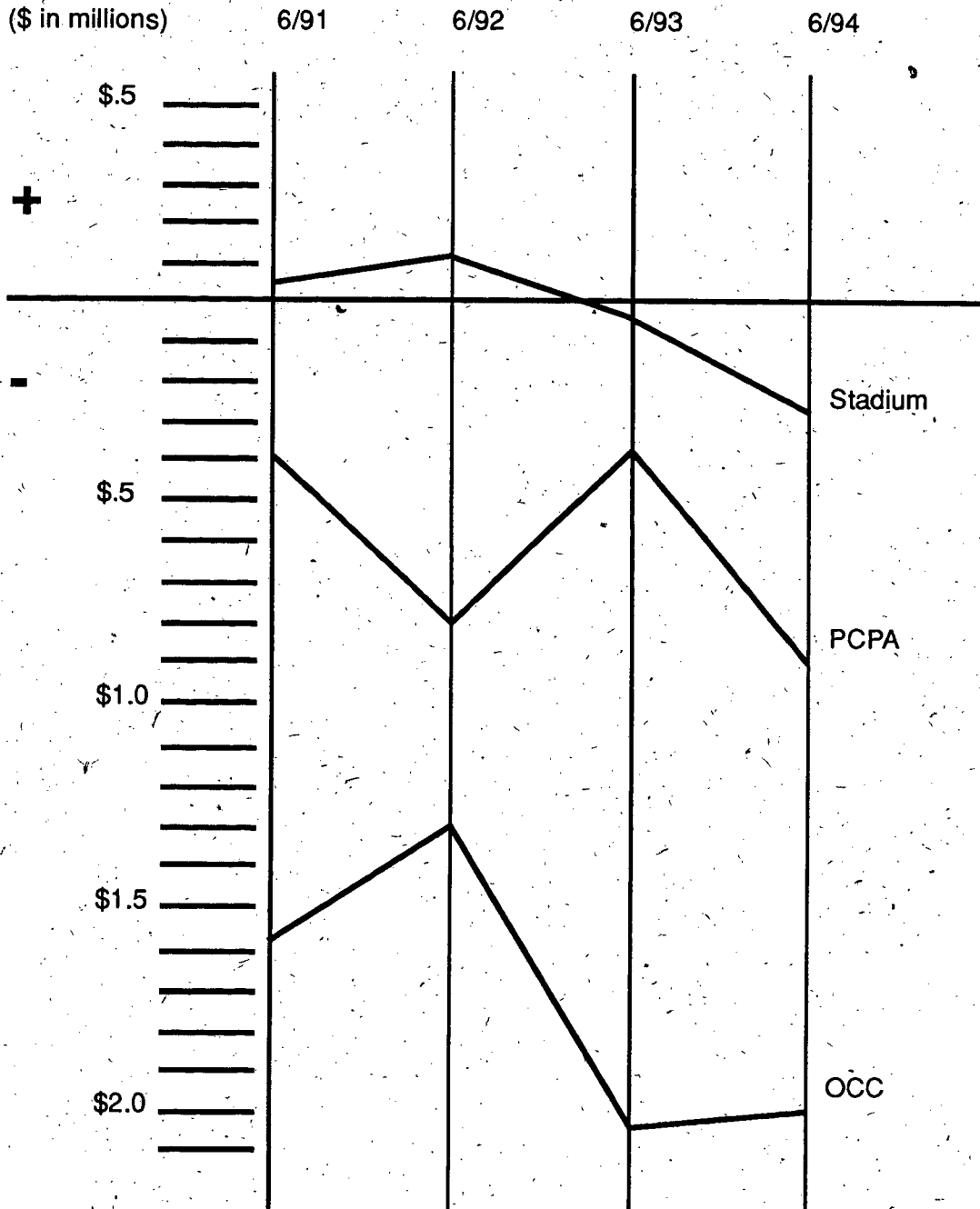
FINANCIAL ANALYSIS

All of the MERC facilities need support beyond what they make in earned income. As Illustration 2 shows, the stadium, the PCPA, and the OCC have historically operated below the break-even point. The stadium did break even in fiscal year 91-92 and could do so in future years, except for large capital replacement items. The Expo Center has returned a profit in the past, but at the cost of fore-going needed capital improvements. The PCPA has historically needed support at the level of \$600,000-700,000 just to keep the doors open. With the initiation of a new rent policy giving lower rents to resident companies and non-profits, that need was increased by approximately \$500,000.

The Oregon Convention Center is supported by a 3% hotel/motel tax levied by Multnomah County. That tax now generates over \$3 million per year. Of that amount, approximately \$1.5 million goes to outside contracts for marketing. The remainder subsidizes operating costs and builds reserves. The reserves are maintained for future capital improvements, operation in an economic downturn, emergencies, and expansion planning. Currently, approximately \$600,000 per year could be temporarily reallocated to support the PCPA without impact.

Illustration 2

MERC Operational Financial Summary



Note: Portland Metropolitan Exposition center not included; it became part of MERC in January, 1994.

The stadium and the PCPA rely on a declining fund balance for support. The fund balance came from excess revenue generated by the Memorial Coliseum and its parking operation over a period of years. After management of the Coliseum was transferred to the Oregon Arena Corporation, a decision was made to retain the remaining funds for PCPA and the Stadium, effective July 1, 1993.

Illustration 3 shows the history and future projection for the PCPA fund balance. Until 92-93, the negative cash flow was offset by proceeds from the Coliseum. In 92-93, PCPA began drawing down a finite fund balance. If no changes are made, PCPA will begin running out of funds at the end of 94-95 and will have no support for 95-96.

The Stadium faces a different set of circumstances. MERC's goal for the stadium has been to break even. However, after reaching that goal in 91-92, it lost its anchor tenant, the Beaver Baseball Team. As a result, the stadium will be back into a negative cash flow situation until it is able to gain another Triple A baseball team. If that does not happen, it will quickly run out of funds. (See *Illustration 4*)

The Expo Center returned considerable profits to Multnomah County during its tenure there. (See *Illustration 5*) However, in the last several years the profit margin has declined as serious needs for capital improvements required capital spending. Prior to transfer, the County embarked on a masterplanning process that included an assessment of capital needs. These studies document significant structural problems, unmet ADA requirements, potential environmental hazards and general refurbishing needs. These improvements would require significant funding.

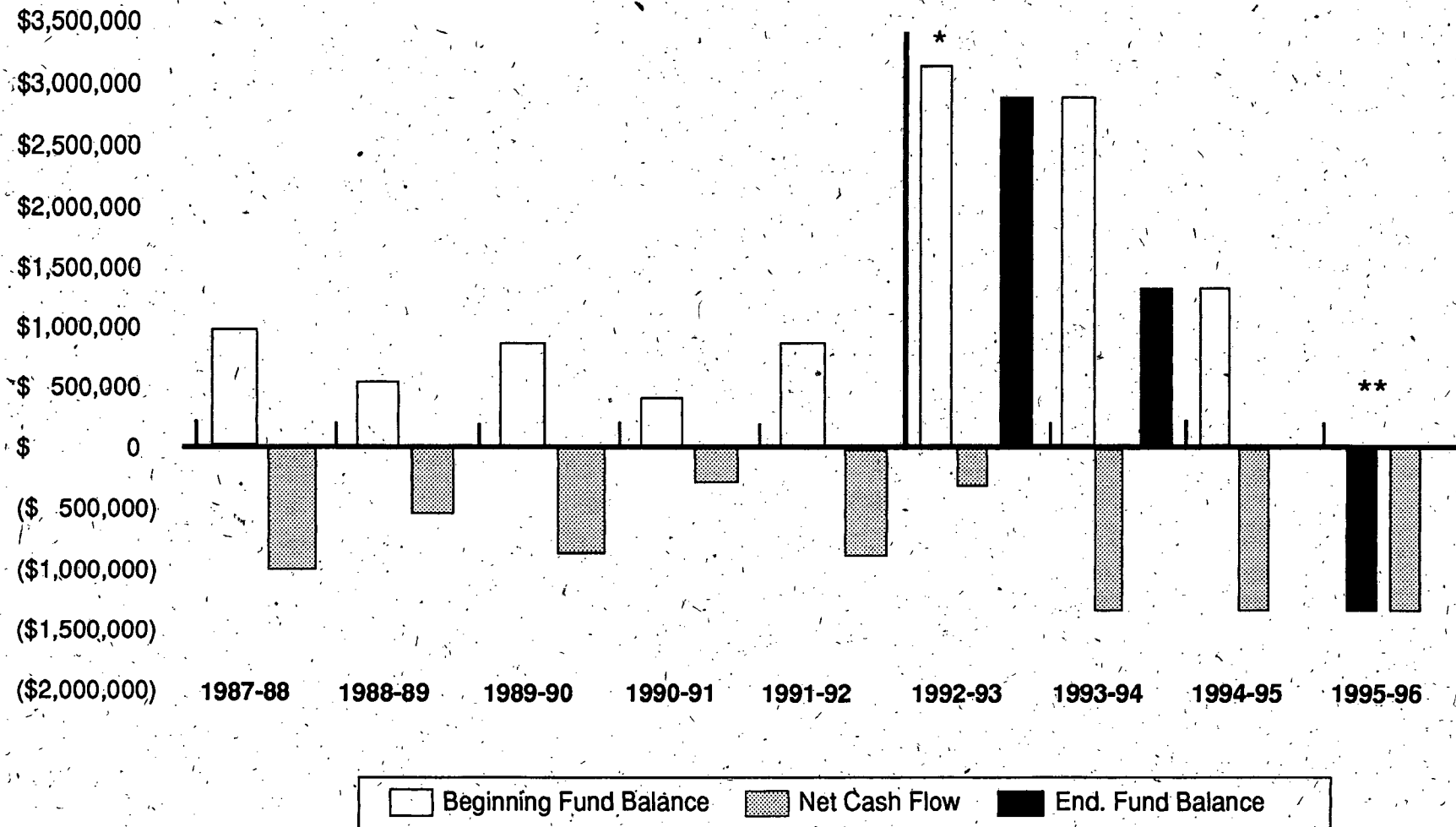
A final consideration in analyzing MERC'S costs are its administrative and support service charges. One of the rationales for consolidation of the facilities under one regional commission was the expectation of savings. The failure to achieve such savings continues to be a public issue. Whether or not consolidation produced cost increases or decreases cannot be determined because neither the City of Portland nor Multnomah County tracked all costs. Some costs were shouldered by their general funds and not charged to the facilities. Metro has only a small general fund and must charge all support costs against each program or facility. Therefore, once a transfer to Metro occurred, support costs appeared to increase substantially.

Consolidation of functions did not occur immediately after the transfer. Rather, Metro conducted several studies to obtain the expertise necessary to decide how best to provide various services. Therefore, some duplication of functions occurred during the first few years. There was also considerable resistance to change and it took more time than expected to streamline the operation. Another complication was Metro's decision to become self-insured beginning with fiscal year 91-92. That required a \$1 million investment over two years to build up an insurance fund. In the long run, the program will reduce overall insurance costs. A final complication was the loss of the Coliseum. That meant that administrative and support costs had to be spread across a smaller base, thus increasing the cost to each individual facility.

After four years experience, overall support and administrative costs have declined from a high of \$2.2 million in 92-93 to a proposed \$1.8 million in the 94-95 budget as *Illustration 6* shows. Significant decreases are shown in MERC administration, insurance and information systems. An increase has been experienced in accounting, procurement, and personnel charges. While some of the increase reflects a transfer of function to Metro, continued increase in light of loss of the Coliseum and other business is of some concern.

Illustration 3

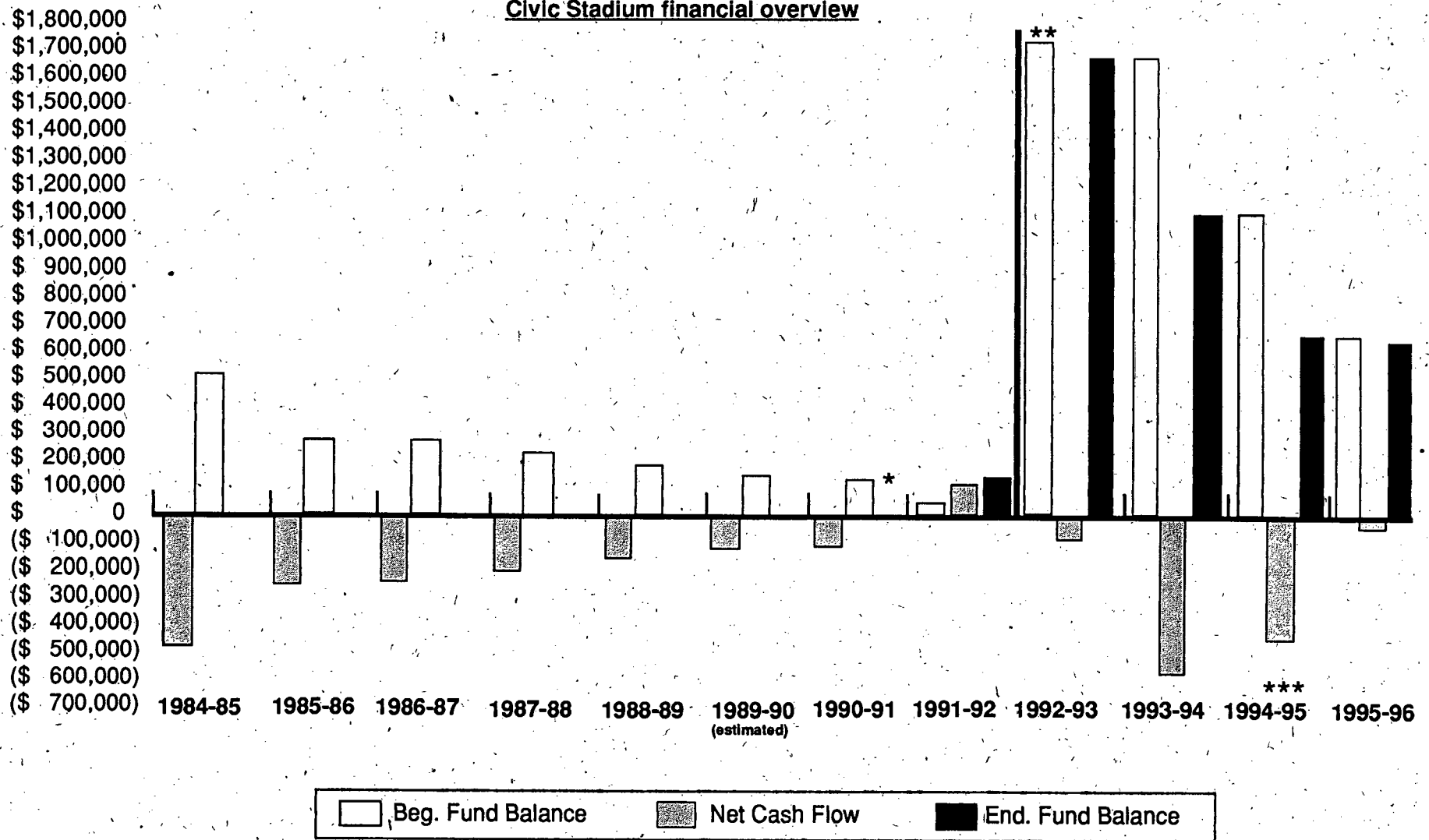
**Projection of PCPA Fund Balance
Under Current Operations**



* Prior to FY 1992-93, net cash flow was covered by profits from the Coliseum. In 1992-93, a specific fund amounting to \$3,142,695 was created for the PCPA. This is drawn down by the annual negative cash flow.

** Closure or new source found.

Illustration 4
Civic Stadium financial overview



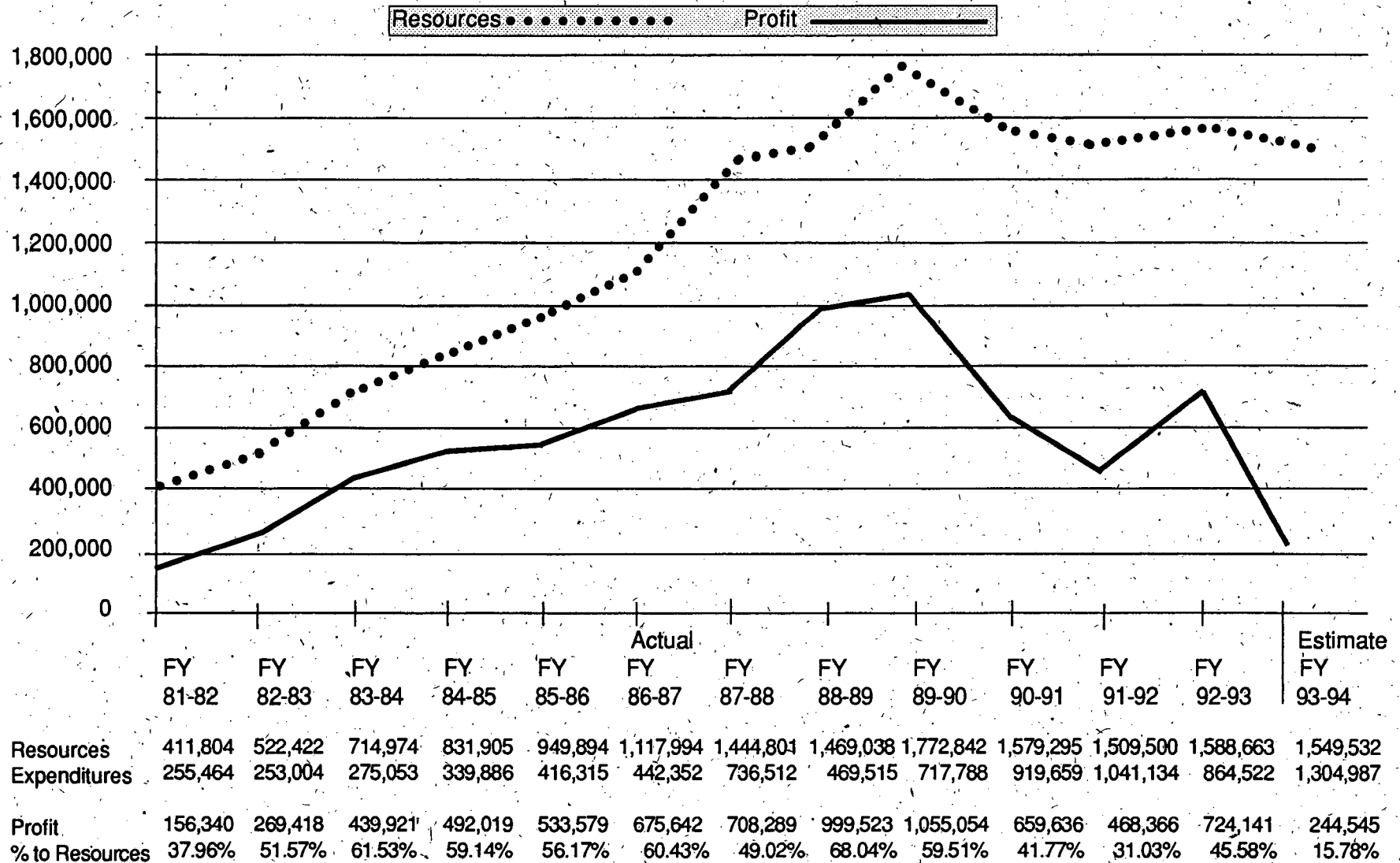
* Offset in FY 1990/91 came from an intergovernmental transfer from the city.

** Prior to FY 1992/93 cash flow loss was covered by profits from Memorial Coliseum. In 1992/92 a specific beginning fund balance of \$1,758,801 was created for Civic Stadium. This is drawn down by the annual negative cash flow. Also of note, costs traditionally shared between the Coliseum and Stadium ceased at the end of FY 1992/93 and the Triple A baseball club tenant left Portland at the end of its 1993 season.

*** Assumption: Triple A baseball returns to Civic Stadium beginning Spring 1995.

Illustration 5

Expo Center historical analysis of revenues and profit



NOTE: Resources do not include beginning balance or land sales. FY 1992-93 are pre-audited actuals as of 7/30/93. FY 1993-94 represents the latest analysis; expenditures do not include contingency.

SOURCE: Projected Parks Revenues analysis prepared by County provided by David Bogucki.

Illustration 6

Metro Support Services, Insurance and MERC Administration charges

Description	Budget FY 90-91	Budget FY 91-92	Budget FY 92-93	Budget FY 93-94	Proposed 94-95
Support Services					
Finance	64,756	60,472	74,539	50,140	63,964
Legal	51,618	55,155	62,892	37,766	39,638
Accounting	159,304	192,521	233,604	287,913	298,403
Office Svcs.	0	3,038	11,009	0	1,583
Personnel	152,033	185,813	211,379	195,086	203,036
Procurement	6,901	587	19,144	27,130	13,278
Public Affairs	18,248	4,688	6,578	2,110	406
Information Sys.	90,101	144,903	129,234	94,084	99,032
Const/Code Sup.	21,756	7,019	18,026	0	0
Graphics	0	0	0	0	514
General Expenses	0	0	0	0	21,356
Indirect/Pooled	17,857	100,072	83,267	48,770	85,198
Facilities Mgmt.	0	507	0	0	0
Support Services	582,574	754,775	849,672	742,999	826,408
Other:					
Insurance	185,976	510,177	535,611	327,068	236,703
Expo Ctr. Alloc.	0	0	0	103,331	108,521
Total Metro Chrgs.	768,550	1,264,952	1,385,283	1,173,398	1,171,632
Total MERC Admin.	976,725	832,999	782,191	619,740	633,612
Total All Charges:	1,745,275	2,097,951	2,167,474	1,793,138	1,805,244

Allocation of Charges by Facility

Description	Actual 90-91	Actual 91-92	Actual 92-93	Budget 93-94	Proposed 94-95
Performing Arts	288,001	391,066	413,770	443,213	476,164
Civic Stadium	133,463	180,958	195,207	224,944	145,757
Mem. Coliseum	478,040	656,501	693,137	0	0
Convention Ctr.	559,279	692,432	753,222	951,642	1,001,302
Expo Center	0	0	0	173,339	182,021
Total Allocation	1,458,783	1,920,957	2,055,336	1,793,138	1,805,244
MERC (above) costs less Metro Transfer, renewal/replacemt and Contingency	22,087,200	23,470,850	24,379,367	17,402,154	17,744,431

Whether these costs are reasonable is a matter of judgement. Looking at them as a percentage of the total MERC budget, they have remained between 8 and 11% during the entire period. In 90-91, they were at a low of 8.3% and rose to 10% in 93-94. This was primarily due to the loss of the Coliseum's \$9 million budget. A loss of that size dramatically reduces the base upon which to spread fixed costs. Overall support costs did decrease with the loss of the Coliseum, but not at the same level. The total budget decrease from 92-93 to 93-94 was -28.9% while Metro support service charges went down 15.3% and MERC administration decreased by 20.8%.

CONCLUSIONS:

1. All MERC facilities, except Expo, currently operate at below the break even point. If Expo were to address all of its capital needs, it would likely operate below that point as well. Therefore, these facilities will need additional revenue or new funding for operational and capital support.

2. The tax supporting the Convention Center could be temporarily reduced by \$600,000 per year without damage to OCC operations. A modification of the Multnomah County ordinance which levies this tax could provide a partial solution for PCPA's needs.

3. Regarding administration and support service costs:

- * The expectation of immediate savings after consolidation was probably unrealistic.
- * The initial increases in support costs were more illusion than real due to Metro's system of charging all such costs against program funds instead of shouldering them in a general fund.
- * The loss of the Coliseum did have a significant financial cost because the base for spreading fixed costs was greatly decreased.
- * Total administrative and support costs have declined since FY 1992-93 and now are at 11% of total budget.
- * There continue to be increases to some Metro services even when there are significant business losses. The decrease in Metro costs following the loss of the Coliseum was less than one would expect considering the magnitude of the Coliseum's budget. This suggests an effort to manage costs is needed. This is especially critical in light of the severe fiscal needs of the PCPA and Stadium.

STRATEGIES TO REACH FINANCIAL STABILITY

MERC'S basic strategies for achieving financial stability are to reduce costs, enhance revenues, gain greater flexibility to use hotel/motel tax revenues and seek new public funds. Some of these will be done MERC wide, but most will occur facility by facility. Each facility also has a specific means to address capital needs.

MERC WILL REDUCE COST BY:

- * Eliminating unnecessary functions--Each facility has reviewed its operations and where necessary staff and materials costs were reduced. For the current fiscal year, staff, materials and service costs have already been reduced at the PCPA and the Stadium.
- * Consolidating where cost-effective. MERC will consider consolidating ticketing, concessions, part-time labor and other functions. These will not all be done at once,

but considered when current contracts are up. Recommendations regarding the concessions contract at the PCPA are currently under review as that contract expires on June 30, 1994.

- * Containing support and administrative costs. MERC will establish a percentage guideline of total budget considered reasonable for these costs and review performance annually. MERC will reevaluate the provision of support services after a total of five years experience and consider other options if warranted.

MERC WILL INCREASE REVENUE BY:

- * Analyzing current sources of revenue to determine whether increases can and should be made. Each facility will examine its rent, user and other fees, concession and merchandising percentages, and event mixes. Steps will be taken to enhance revenue where warranted.
- * Developing new sources of revenue. MERC will explore the potential for advertising in its facilities. Both the PCPA and the Stadium will seek private funds for some capital projects. Each facility will also look for ways to enhance revenue relating to their particular business.

MERC WILL ASK METRO TO SEEK PARTIAL FLEXIBILITY IN THE HOTEL/MOTEL TAX FUNDS SUPPORTING THE CONVENTION CENTER:

- * Allow \$600,000 per year to be used for PCPA for a period of three years.
- * Continue the priority use of the funds for OCC.

MERC WILL ADDRESS CAPITAL NEEDS AS FOLLOWS:

- * Continue to replenish the OCC Repair and Replacement Fund at a minimal rate of \$500,000 per year.
- * Enhance business revenue at the PCPA as a way to finance a prioritized list of repair and replacements.
- * Seek private funding for enhancements at the PCPA and Stadium.
- * Enhance business revenue at Expo. Negotiate with Metro and Multnomah County on a financing mechanism to fund capital improvements.
- * Conduct studies of all facilities to determine needs to meet the new Seismic Building Code.

MERC WILL ASK THAT METRO SEEK NEW PUBLIC FUNDS FOR:

- * Additional support for the PCPA so that its public mission can be performed. MERC will join with Metro's efforts to seek funding for a regional arts and culture program which includes an annual allocation for the PCPA.
- * Large capital expenditures including upgrades to meet the new Seismic Code, ADA requirements, and large capital replacements. This will likely require a regional general obligation bond measure within 2-3 years.

SUMMARY OF FACILITY STRATEGIES

PCPA

Because PCPA has an immediate crisis some short term emergency measures as needed to save fund balance and reduce operating costs to the point where the support needs equal \$600,000 per year, the amount proposed from the hotel/motel tax proceeds. These measures are:

- *Target \$800,000 as the amount needed for FY 94-95; and \$600,000 thereafter.
- *Cut staff and materials costs in marketing, phone room information line, and other miscellaneous costs.
- *Contain salary costs for permanent staff at the rate of inflation.
- *Raise rent to reflect inflationary costs.
- *Postpone all capital improvements unless necessary for basic operation or for fire and life safety.

Longer term measures are designed to raise enough revenue to operate at a subsidy level of \$600,000, pay for needed capital improvements and some enhancements. The specific measures are:

- *Embark on a work program to examine potential actions for revenue raising including rent, user fee, advertising, concessions, merchandising, event mix.
- *Work with tenants, P/OVA, private businesses to develop a cooperative marketing program.
- *Consider the cost-effectiveness of operation by a non-profit.
- *Develop a private capital campaign for large visible enhancements especially those that will bring in revenue.

STADIUM

The Stadium also has an immediate crisis due to the loss of its Triple A Baseball Team. Like the PCPA, some emergency cost cutting measures were necessary that reduced staff and material expenditures. Planned capital improvements were postponed and salary costs for permanent staff were contained.

Several possible long term strategies were analyzed including Single and Triple A Baseball, CFL Football, and concerts. The data showed Triple A Baseball to be the best strategy since it would bring enough revenue to cover costs. Concerts and CFL Football could work along with Triple A ball, but not in place of it. Therefore, as a long term strategy, the Stadium will attempt to gain a Triple A baseball team as an anchor tenant. This will require a modest investment in capital improvements to attract a team. Concert business will also be pursued. As business improves with an anchor tenant, additional revenue will be used to finance repair and replacements.

The Stadium has two potentially large capital improvement needs that will need additional public funds. Every 10 years, the artificial turf must be replaced at a cost of about \$1.5 million. That will need to be done in about seven years. The facility may need some expensive retrofit to meet Seismic requirements. That will depend on a structural assessment, but if the cost is high new public dollars will need to be found. The strategy is to package these needs with others in the MERC facilities and seek funding through a regional general obligation bond measure.

OCC

The convention center's primary strategy is to maintain its competitiveness to attract conventions. This means providing a high level of service as well as maintaining the facility as close to state-of-the-art as possible. Through the plan development process, a large list of ideas for improving service, cutting costs, and raising revenue was generated. These ideas will be explored over the next year.

A second strategy is to work in tandem with the Expo Center to move appropriate shows there and free up dates for more conventions. This will ensure that each facility focuses on its particular market niche.

Third, expansion may be needed to garner additional convention business. This means analyzing the first 3 years of operation, examining the need for an enlarged facility and additional parking, and reviewing the status of a Headquarters Hotel.

Finally, the center needs to maintain its reserves to cover the event of an economic downturn as well as to provide some investment funds for expansion.

EXPO

Since Expo has just been transferred to MERC, the first strategy is to observe and assess current contracts, practices, policies and procedures. From that assessment, recommendations will be made to upgrade services, enhance revenues and tighten monetary procedures. Analysis of the business will be done in order to draft a Sales and Marketing plan.

Long term strategies involve attempts to increase revenue to provide funds to upgrade the appearance and structure of the facility and to enhance management and services. Improvement will attract more shows and allow shift of some shows from the Convention Center. A final assessment of capital needs will be prepared for negotiation with Metro and Multnomah County. Such negotiation is necessary to proceed with the permanent transfer of management and property to Metro.

Strategies to pursue after permanent transfer include development of an RV Park on the property, road/access improvements, and consideration of other alternatives proposed in the Facilities Plan developed while Expo was still with the County.

In the long term, development of the property will be considered as a revenue enhancing measure.

NEXT STEPS

A number of actions called for in this plan have already occurred. Both the Stadium and the PCPA have made reductions in staff, materials, and services for the current fiscal year. The Commission is moving on cost containment items. Negotiations on the hotel/motel tax are underway.

Each facility has a work program to undertake to implement this plan. Each will report on progress at commission meetings. Regular fiscal reports will track progress on cost reduction and revenue raising measures.

There will be several MERC wide implementation work items. These are:

1. Management of support and administrative costs. MERC Financial management will work to implement measures and work with Metro to ensure that services are satisfactory.
2. Centralization of functions. MERC will explore the use of utilizing a single contractor for services that all facilities use such as tickets and concessions. MERC will also explore centralizing the event services/labor pool operation. These projects will be assigned by the General Manager to various staff for analysis and recommendation.
3. Assessment of seismic needs. Contracts will be let to assess the needs for capital improvements to meet seismic requirements.

The plan will be presented and discussed with various groups and local governments throughout the region. This will be an important means to gain greater identity for the facilities and to inform the public that their facilities are being operated in a responsible manner.

Finally, this plan will be reviewed and updated on an annual basis. Such review will be done in conjunction with the budget process. Progress toward accomplishment of the plans' objectives will be assessed; strategies will be revisited and modified if needed. The public process used to develop this plan will be continued.

Published by the Metropolitan Exposition-Recreation Commission.
Comments may be sent to the Commission at: P.O. Box 2746, Portland, Oregon 97208.
Printed on recycled paper.

MEETING DATE: January 16, 1996

AGENDA #: B-2

ESTIMATED START TIME: 10:00 am

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Community Action Updates: Singles Shelter, Innovative Projects,
Veterans Services Office, General Assistance Update

BOARD BRIEFING:

DATE REQUESTED: 1/8/96

REQUESTED BY: Rey España

AMOUNT OF TIME NEEDED: 1 Hour

REGULAR MEETING:

DATE REQUESTED: _____

AMOUNT OF TIME NEEDED: _____

DEPARTMENT: Community & Family Svcs.

DIVISION: _____

CONTACT: Rey España

TELEPHONE #: 248-3999 ext. 2701

BLDG/ROOM #: 166/500

PERSON(S) MAKING PRESENTATION: Rey España, citizens, staff

ACTION REQUESTED:

☐ INFORMATIONAL ONLY ☐ POLICY DIRECTION ☒ APPROVAL ☐ OTHER

SUGGESTED AGENDA TITLE:

DCFS Community Action Program Office Updates: Singles Homeless Assessment Center,
Innovative Projects, Veterans Services Office, General Assistance Advocacy

SIGNATURES REQUIRED:

ELECTED
OFFICIAL: _____

(OR)

DEPARTMENT
MANAGER: _____

Lorenzo Poe mms

BOARD OF
COUNTY COMMISSIONERS
96 JAN - 9 AM 11:47
MULTNOMAH COUNTY
OREGON

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any Questions: Call the Office of the Board Clerk 248-3277 or 248-5222



Board Briefing:

January 16, 1996

Many citizens would like to know how many people are homeless in the United States. There is no easy way to answer this question, for several reasons: 1) people who lack permanent addresses are not easily counted; 2) definitions of homelessness vary from study to study; and 3) different methodologies for counting homeless people yield significantly different results.

Because of methodological and financial constraints, most studies are limited to counting people who are literally homeless--that is, in shelters or on the streets. Yet many people who lack permanent housing are forced to live with relatives and friends. These people, sometimes referred to as doubled-up households, are at high risk of becoming literally homeless and often do become homeless when they can no longer maintain their current living situation.

Others are vulnerable to homelessness because they are poor and affordable housing is unavailable. According to the Department of Housing and Urban Development (HUD), about 5.3 million unassisted very low-income families paid more than half of their income for rent and utilities or were living in severely substandard housing in 1991 (U.S. Department of Housing and Urban Development, 1994). These families are said to have worst case housing needs. HUD estimates that the number of very low income families with worst-case housing needs increased by 385,000 from 1989 to 1991. The sharpest increase was reported among families with three or more children; disabled persons were also more likely than other very low-income renters to have worst case housing needs. Such households are an accident or illness away from becoming homeless.

"How Many Homeless People Are There?" -- National Coalition for the Homeless



Community Action
Program Office (CAPO)

Part I

Singles Homeless Assessment Center (SHAC)	1
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SINGLES HOMELESS ASSESSMENT CENTER (SHAC)

Shelter

In its first five weeks of operation (Friday December 1, 1995 through Friday January 5, 1996) SHAC has registered 200 unduplicated individuals as its guests. SHAC has been filled to its capacity of 94 homeless people per night (80 men and 14 women) since its opening at 1212 NW 9th in Portland.

The shelter staff of thirteen (ten on the shelter team and three on the assessment team) has attempted to create a spirit of respect, rapport and responsibility at the SHAC. There have been very few incidents or problems since the shelter opened its doors. There has been plenty of cooperation among the guests at the SHAC.

The original mission of the Singles Homeless Assessment Center was two-fold: to provide temporary shelter and to provide timely assessments. To this point, the goal has been accomplished with a combination of common sense and a sense of humor.

Assessment Center

Each individual who enters the SHAC is being asked to sign up for a comprehensive housing assessment within the first 2 weeks. Housing assessment staff gather information about an individuals previous housing history, current resources, alcohol and drug use, physical and mental health and housing goals. As of December 31, 1995, the assessment staff had conducted 75 housing assessments.

Since there has been more turn over than expected in the first month, assessments have been completed for some individuals who have already left SHAC. As a basic shelter, SHAC offers a short-term refuge for people who in many cases are able to find housing on their own; for others housing assessment, planning and advocacy is an important part of resolving their homelessness.

• **Basic Demographics**

As of December 31, 1995 75 individuals have received housing assessments. Some basic demographics that describe these 75 individuals are available:

The majority of SHAC residents are men. As of December 31st 84% of those who received assessments were men, 16% were women.

Gender:	Male	Female
	84%	16%

The SHAC is designed as a singles shelter. The majority of those who have received assessments have been single, although 11% of the households assessed have been couples without children. There have been 3 households where a single parent was at the SHAC but

was looking for housing where they could be reunited with a minor child.

Household Comp:	Single	Couple	Other
	84%	11%	5%

The majority of residents assessed have been between the ages of 24-44. Individuals over 50 years of age are receiving their assessment from Northwest Pilot Project.

Age:	24-44
	71%

Thirty-one percent of the individuals assessed claimed a disability (mental, physical or cognitive).

Disabled	Yes
	31%

In some cases these individuals were receiving a disability payment, in other cases they are in the process of applying for GA, SSI, SSD or Veterans benefits. Eleven percent of individuals assessed were receiving a disability payment. Several other individuals had income from unemployment insurance or a pension. Twenty-two percent of the individuals assessed were employed full-time. The number of individuals working was higher than this because in many instances people work through temporary labor services, where they can never be certain how long their job will last.

Income:	Employed	Disability	None
	22%	11%	63%

Twenty-seven percent of the individuals assessed were veterans. Both a veterans service officer and a Veterans Administration outreach social worker are at SHAC on a regular basis to link veterans up to VA benefits and services.

Veteran	Yes
	27%

Thirty-nine percent of the individuals assessed said they had no health insurance. Eligibility workers for the Oregon Health plan will be at SHAC twice a month to help sign people up for the health plan.

Health Insurance:	No
	39%

- **Housing Placement**

Residents are finding a variety of housing placements that span the continuum of housing resources in Portland.

The following table shows housing placements to date.

Housing Placement	Number
Job with housings	3
Shoreline	2
Open Market	2
Subsidized	1
Open Market	3
A&D TX	1
Hospital	1
<u>Other shelter</u>	<u>4</u>
TOTAL PLACEMENTS	17

Some individuals are being asked to sign up on Transition Project's waiting list. These are typically individuals whose homelessness may take longer to resolve. They may be in an outpatient drug and alcohol program and are waiting to get in the Sally McCracken or Hatfield building or they may be someone who is looking for a job but unable to find one in 30 days (the average stay at SHAC).

Several individuals have moved in the Shoreline where they receive housing as well as job placement services. Several individuals have found jobs that offered housing along with the job. One person has become an apartment manager in Lake Oswego where he will be able to have his 17 year old daughter live with him; another individual found a job as the maintenance person at a trailer park and has moved into a 2 bedroom trailer. One person was hired onto an Alaska fishing boat.

Several individuals have moved into HUD subsidized buildings; others have applications into HUD buildings or HAP's Low Rent Public Housing Program. Many people have made application to HAP's SRO program.

Several individuals who are working or have a steady income have been able to find open market housing that they can afford.

A number of individuals are being referred to Multnomah County's Central Intake and Assessment for Drug and Alcohol assessment. In most cases these individuals are being referred on to treatment programs. At least one person has moved into the Estate Hotel while they are in treatment; others are on the in-patient waiting list for De Paul Treatment Center or

on the waiting list for the Hatfield or Sally McCracken Buildings.

One person has returned to live with family; one individual is hospitalized after a suicide attempt. One person who had an outstanding warrant in another state decided to turn himself in and is serving his sentence in California.

For most people SHAC is an entry point into the system and place where they can feel safe and secure and begin putting their lives back together. Some individuals are ready to get back into housing immediately, others need to get a job or sign up for disability benefits first, while others need to start by addressing drug and alcohol issues. Assessment center staff are there to help each person find the resources they need to resolve their homelessness. Staff are working with a variety of other agencies to help each person obtain the services they need.

- **Barriers**

Even with this help people who have been homeless face many barriers. One of the major barriers is access to housing. Market rate apartments as well SRO hotels and apartments require credit and criminal history checks for all applicants. Individuals are being turned down for poor rental history (usually non-payment of rent) and for poor housing history (having periods of time when they were not housed), and for any past criminal history. In many cases the situation that led to their poor rental history in the past has been resolved (a person has a job or now receives disability; they have been through a treatment program, they are back on their medication, they have served their time in jail or on probation). Assessment staff are working with landlords and management companies to encourage them to look at each individuals current situation and are working with individuals to make sure the situation that led to their homelessness has been resolved.

Another barrier is the availability of affordable housing. The waiting list for HAP SRO's can be as long as 6 months. New buildings like the Hatfield and the Peter Paulson Building are already full and have waiting lists. Assessment Center staff are looking for affordable housing options on an ongoing basis.

Part II

Innovative Projects	5
County Veterans Services Office	8
Update on General Assistance	10

INNOVATIVE PROJECTS

INNOVATIVE PROJECT FUND AWARDS

The Community Action Program Office is pleased to be supporting a new group of projects focused on institutional change. This represents a direction that is critical for low-income people in our community. These projects represent an opportunity for low-income people to have a meaningful role in improving the lives of other low-income people and groups.

Two purchasing processes were used to disburse funds. The two processes, and their results, are summarized briefly below. We generally expect projects will begin in January or February.

Larger Projects

A Request for Programmatic Qualifications (RFPQ) was issued for the larger projects. Two projects were funded for up to \$75,000 in the first year, and continuing for a total of three years. The projects funded are:

Oregon Housing NOW: A tenant organizing effort through the Oregon Housing NOW Coalition, a state-wide housing advocacy organization. Oregon Housing NOW will create a spin-off tenants rights project, County Alliance of Tenants. The County Alliance of Tenants is being created to ensure that tenant voices are heard, to result in changes in policies and practices to reduce housing problems for low-income and working poor renters. Key components of the project are:

- a. Leadership training to develop the capacity of tenants to collectively advocate for their interests and to organize residents' councils,
- b. Hotline to assist tenants with information about their rights,
- c. Workshops on issues affecting tenants rights and responsibilities, and
- d. Create tenant rights organization for advocacy and support of tenants rights.

Catholic Charities, El Progamma Hispano: This community organizing project is designed to inspire a traditional community environment, and to foster improved liability for Latino families who reside in two East Multnomah County apartment complexes. The goals of the project are to create a strong community and to empower residents to effectively advocate on behalf of their needs, to improve living conditions, and to draw upon the strengths of the community to create opportunities for long-term economic self-sufficiency. A broad array of activities are identified, including:

- educate tenants about their rights and responsibilities,
- link residents with local social service organizations,
- promote a sense of community through social functions and tenant council participation,
- develop leadership and advocacy skills, and

- foster opportunities for economic development.

Smaller Projects

An application was issued for smaller projects. A less rigorous purchasing process was needed because the contracts resulting from the projects will be for \$15,000 or less. Eight projects were funded for one year. The funded projects are:

CAMINO, Feasibility Study & Business Plan: CAMINO represents a network of members of community based organizations and independent activists with the goals of developing a unified voice for the Latino community at a regional level; generating policies to create institutional change; and raising the standard of living through social, political and economic development.

A feasibility study and business plan will be prepared for a business to be run by low-income Latinos. Persons involved in the project will acquire planning skills in creating a community controlled business. The business, once created, will further serve as a workforce development and training center.

Center for Third World Organizing (CTWO)/SPIRIT, Campaign for Race and Gender Equity: This Oakland-based organization, with projects in four cities, provides training and leadership development programs in communities of color. SPIRIT, the Portland project of CTWO, seeks to address the issues of economic and social inequity in the lives of women and girls as a strategy toward prevention of violence through the Campaign for Race and Gender Equity, which has two primary goals:

- Bring together women and girls with trained self-defense instructors to learn/teach self-defense and to develop a Model Multi-Cultural Self-Defense Curriculum for women and girls of color.
- Organize women and girls to challenge the Portland School District to enhance violence prevention efforts and safety for girls.

Central City Concern, Homeless Video Project: Central City Concern has been providing chemical dependency treatment, employment and housing to homeless and low-income people for over 16 years. The Homeless Video Project is a partnership with Northwest Film Center, who will provide the video making expertise and equipment.

The Homeless Video project will have homeless, chemically dependent, recovering individuals design, produce and distribute a video about addiction, homelessness and recovery. In the process of creating and marketing the video, involved, recovering individuals will advocate for solutions to homelessness.

Franciscan Enterprises, Tenant Outreach Project: Franciscan Enterprises is a community development corporation in Northeast Portland that provides rental and home ownership opportunities for low-income households. The Tenant Outreach Project will formally move Franciscan Enterprises into a new relationship with their tenants, where they will work as

partners to develop and manage the properties, as well as to address some of the broader issues affecting their community. The project will include: organizing block watches and other neighborhood groups; developing a residents' council; establishing a tenant newsletter; identifying, prioritizing and addressing tenant issues and problems; and educating tenants on policies and landlord-tenant law.

Neighborhood Health Clinics, Self Care Program: Neighborhood Health Clinics is a not-for profit health care agency to provide and advocate for those without adequate resources to access care. The project will initiate a Self Care Program in southeast Portland neighborhoods with high numbers of uninsured persons. Nine community leaders will be trained in teaching self care. These nine leaders will then teach many low-income uninsured individuals new self care techniques. These newly trained individuals will become permanent resources in their neighborhoods. They will also become the community leaders who will be the trainers in the second year of the project.

Oregon Human Rights Coalition, Community Works Project: Oregon Human Rights Coalition (OHRC) has a fifteen-year track record as a low-income run advocacy organization. The Community Works Project will, with the assistance of Portland State University, involve low-income people in conducting issue research on mandated work programs, the core of the welfare reform debate. This process will serve to educate OHRC's leaders and members in defining problems, conducting research and proposing solutions. A strategy for public education and advocacy will be developed to carry forward proposed effective welfare reform policies.

ROSE Community Development Corporation, Child Care Neighbor Network: ROSE Community Development Corporation's mission is to improve the physical, social and economic conditions of four low-income outer southeast Portland neighborhoods through community involvement. The Child Care Neighbor Network will conduct public education and community organizing for low-income child care providers in the Brentwood-Darlington neighborhood. The Network will provide business education to providers to increase their incomes, create a child care micro-enterprise loan fund to organize child care centers, assist providers to access available resources, implement a Train the Trainer parent education, "socials" to link parents and child care providers, public education/awareness of child care options, and find solutions to child care gaps.

Visions in Action/Sisters of the Road Cafe: Visions in Action is an organization of low-income and homeless people formed with the assistance of staff at Sisters of the Road Cafe in 1994. Visions In Action emphasizes activities which promote dialogue and honor a philosophy of non-violence, focused to date on affordable housing.

Visions in Action will build its leadership base among homeless and low-income persons through recruitment, mentoring and training. The organization will expand its membership base through ongoing recruitment conducted by leaders and through public events. Membership will be utilized to identify problems and develop strategies to influence public policy.

MULTNOMAH COUNTY VETERANS SERVICE OFFICE

Goal of Position

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. Increase the funding for the veteran and dependent population, allowing for the shifting of local funding to others in the community who are ineligible for existing federal programs. To increase the co-ordination of services to veterans and their dependents through an active participation within the full spectrum of County, State and Federal Human Services programs.

Objectives

The position of 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. 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 (Exhibit 1). 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.

Need for Services

Despite the presence of the U.S. Department of Veterans Affairs Regional Office in Portland, Oregon, the needs of the County's large veteran population have not been adequately addressed. The CVSO works out of three Aging Services Centers in Portland, and outreach to homeless veterans and liaison with other agencies the remainder of the work week. 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. (Currently there is a reorganization of the U. S. Department of Veterans Affairs which may result in the closure and or resizing of the local V.A. office.) Presently, and historically, 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 office is continuing 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. The Federal government is actively decreasing services for the veteran and homeless veteran population; effective 10/31/95 the Homeless Veteran Reintegration Project closed, losing its Department of Labor funding and closing its doors.

Direction of the Office

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 full range of Human Services agencies to meet the needs veteran population. 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 can effectively reach those who can not or will not seek assistance to which they are legally entitled by Title 38 U.S.C. The office has actively expanded its visibility in the homeless veteran population and will continue outreach efforts to provide services to that clientele.

EXHIBIT

Exhibit - Recoveries October - December, 1995 details the direct benefit amounts accounted for by this office on behalf of the veterans and their dependents served by this office.

RECOVERIES FOR OCTOBER - DECEMBER 1995		
OCTOBER		\$145,578.61
NOVEMBER		\$175,452.65
DECEMBER		\$1,794,098.03
TOTALS		\$2,115,129.29

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.

UPDATE on GENERAL ASSISTANCE

In June 1995, the Board of County Commissioners went on record opposing cuts approved by the State Legislature for the General Assistance Program. It cited the probability of increased homelessness in our community due to the inability of GA recipients to meet their housing needs. In August 1995, the Oregon Department of Human Resources cut General Assistance benefits from \$286/month to \$250/month.

Recent Developments

- As of January 1st, the Short-Term Disability Program within the General Assistance Program is discontinued. From now on, individuals must be estimated to be disabled 12 months or longer to receive General Assistance. Approximately 160 individuals in Multnomah County have lost benefits for this reason.
- At its Fall meeting, the Human Resources sub-committee of the Emergency Board took no action on General Assistance benefits. However, in response to our advocacy efforts, it created a task force (the General Assistance Policy Work Group) to review the General Assistance program. John Mullin, director of Clackamas County Community Action, and Susan Emmons, director of Northwest Pilot Project, sit on the task force and represent Community Action's interests.
- Community Action's temporary rental assistance program for General Assistance recipients ended in December 1995. Individuals continuing to need assistance have been referred to the agencies in our service system.

Support Needed

The General Assistance Policy Work Group will be presenting recommendations to the Human Resources sub-committee at the January 25th Emergency Board meeting.

At the Board Briefing, Susan Emmons will describe these recommendations, and Community Action will request a Board response.

General Assistance Defined

General Assistance is a program for disabled persons who are unemployable and have less than \$50 in assets. It is used as an "income bridge" while persons are going through the lengthy application and appeals process to receive SSI benefits. Upon approval of an SSI application, the federal government reimburses the state for all monthly GA payments made to that person.



MULTNOMAH COUNTY OREGON

DEPT. OF COMMUNITY & FAMILY SERVICES
SINGLES HOMELESS ASSESSMENT CENTER
1212 N.W. 9TH
PORTLAND, OR 97209
(503) 306-5886
(503) 306-5817 FAX

BOARD OF COUNTY COMMISSIONERS
BEVERLY STEIN • CHAIR OF THE BOARD
DAN SALTZMAN • DISTRICT 1 COMMISSIONER
GARY HANSEN • DISTRICT 2 COMMISSIONER
TANYA COLLIER • DISTRICT 3 COMMISSIONER
SHARRON KELLEY • DISTRICT 4 COMMISSIONER

CRITICAL INCIDENT REPORT REVIEW:

(Dec. 1, 1995 -- Jan. 15, 1996)

<u>DATE</u>	<u>RESPONSE</u>	<u>REASON</u>
12-6-95	911/Police	behavioral
12-8-95		theft
12-9-95	Paramedics	broken ankle
12-14-95	Police	drug use
12-14-95	Ambulance	drug use
12-14-95		alcohol use
12-17-95		choking
12-18-95	Paramedics/Police	drug overdose
12-18-95	Cheirs	alcohol use
12-19-95	911/Paramedics	grandmal seizure
12-22-95	Project Respond/Police	psychiatric disorder
12-26-95		behavioral
12-27-95	911/Paramedics	
12-30-95	Police	behavioral
12-30-95	Ambulance	grandmal seizure

We have had an average of 2.5 critical incidents per week.
We have had no critical incidents during the past two weeks.

HUMAN RESOURCES SUB-COMMITTEE

Senator Eugene D. Timms, Chair
State Capitol S-219
Salem, OR 97310
986-1730

Home Address:
1049 N. Court
Burns, OR 97220
573-2744

Senator Jeannette Hamby
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952 Jackson School Rd.
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648-6371

Senator Mae Yih
State Capitol S-302
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34465 Yih Lane NE
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Representative Lee Beyer
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Representative Bob Montgomery
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374-8690

Representative Carolyn Oakley
State Capitol H-495
Salem, OR 97310
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Albany, OR 97321
928-7745

Their meeting is scheduled for Wednesday, January 24 in Salem. They will make a recommendation to the January 25 E- Board meeting in Salem.





NORTHWEST PILOT PROJECT, INC.

1137 SW Broadway ■ Portland, OR 97205 ■ PH. 227-5605 ■ FAX 274-8559

CHERIDETH PACHNER

Professional Summary:

Cherideth Pachner is a 53 year old woman who lives in downtown Portland in a single room occupancy building for low income people. She receives \$250/mo. in General Assistance and also receives food stamps. Cherideth pays \$240/mo. for rent.

Cherideth has a heart problem, and problems with confusion and memory loss. She had to give up her job as a cashier when she could no longer accurately make change. Cherideth has worked her entire adult life but her doctor believes she will never be able to work again due to her disabilities.

Cherideth's Comments:

When they reduced my General Assistance from \$286 to \$250 I had to ask my sister and brother-in-law for money to buy toilet paper, laundry soap, bus tickets, and security pads for my bladder problem. It's humiliating for me to have to ask them. My sister has been ill and has just had surgery. They are barely getting by themselves and have our elderly mother living with them who has Alzheimer's disease. They're not supposed to have to support me. At least I have people who can help me. Some people have no one.



A United Way Agency