

# **ANNOTATED MINUTES**

Tuesday, November 7, 1995 - 9:30 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

## **BOARD BRIEFINGS**

*Chair Beverly Stein convened the meeting at 9:31 a.m., with Vice-Chair Sharron Kelley, Commissioners Gary Hansen and Tanya Collier present, and Commissioner Dan Saltzman arriving at 9:34 a.m.*

- B-1 Status of Programming and Service Delivery Activities Undertaken by the Community Action Program Office for Homeless Single Adults and Families. Presented by Rey España.

***REY ESPAÑA, SUZANNE BAYNOR AND CATHY SPOFFORD PRESENTATION AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION.***

- B-2 Overview of County Communication Needs and Selected Priority Projects. Presented by Rhys Scholes.

***RHYS SCHOLES PRESENTATION AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION.***

*The meeting was adjourned at 11:10 a.m.*

---

Tuesday, November 7, 1995 - 11:15 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

## **EXECUTIVE SESSION**

*Chair Beverly Stein convened the meeting at 11:15 a.m., with Vice-Chair Sharron Kelley, Commissioners Gary Hansen, Tanya Collier and Dan Saltzman present.*

- E-1 The Multnomah County Board of Commissioners Will Meet in Executive Session Pursuant to ORS 192.660(1)(d) for Labor Negotiator Consultation

Concerning Possible Labor Negotiations with the Deputy Sheriffs Association.  
Presented by Darrell Murray.

***EXECUTIVE SESSION HELD.***

*There being no further business, the meeting was adjourned at 12:21 p.m.*

---

Thursday, November 9, 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, Commissioners Gary Hansen and Tanya Collier present, and Commissioner Dan Saltzman excused.*

**CONSENT CALENDAR**

**COMMISSIONER KELLEY MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF THE CONSENT CALENDAR. FOLLOWING BOARD DISCUSSION OF AGREEMENTS C-1 AND C-7, THE CONSENT CALENDAR (ITEMS C-1 THROUGH C-11) WAS UNANIMOUSLY APPROVED.**

**NON-DEPARTMENTAL**

- C-1 Renewal of Intergovernmental Agreement 400142 with the City of Portland for Printing and Duplicating Services

**DEPARTMENT OF HEALTH**

- C-2 Renewal of Intergovernmental Agreement 200986 with Oregon Health Division for Research Services Required by Various Federal Grants Related to HIV/AIDS
- C-3 Renewal of Intergovernmental Agreement 201326 with Oregon Health Sciences University for "T" Lymphocyte Blood Typing

**DEPARTMENT OF ENVIRONMENTAL SERVICES**

- C-4 Amendment to Intergovernmental Agreement 302215 with the City of Fairview to Develop Seventh Street Extension Project

### **DEPARTMENT OF COMMUNITY CORRECTIONS**

- C-5 Intergovernmental Revenue Agreement 900206 with Oregon Department of Corrections for Access and Use of Services Provided by YWCA for Female Offenders in Transition from Prison to the Community
- C-6 Budget Modification DCC 2 Authorizing \$48,532 Appropriation to the Contract Services Budget to Reflect Increased Revenue from the Oregon Department of Corrections

### **DEPARTMENT OF COMMUNITY AND FAMILY SERVICES**

- C-7 Amendment to Intergovernmental Agreement 102356 with Portland Public School District to Fund Alternative School Services and Educational Assistance through the Partners Project and Funding for 14 Slots in the Infant Toddler Development Center to Assist Teen Parents
- C-8 Amendment to Intergovernmental Agreement 101246 with the City of Wood Village Providing Community Development Block Grant Funds for the Acquisition of Additional Park Land for Public Use
- C-9 Intergovernmental Revenue Agreement 103606 with the Oregon Department of Human Resources to Fund an Integrated Services Project at Beach Elementary School
- C-10 Intergovernmental Revenue Agreement 103616 with the Oregon Department of Human Resources to Fund an Integrated Services Project at Marshall High School
- C-11 Intergovernmental Revenue Agreement 103626 with the Oregon Department of Human Resources to Fund an Integrated Services Project at Roosevelt High School

### **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.**

**NON-DEPARTMENTAL**

R-2 ORDER in the Matter of the Appeal of Robert W. Burnell from the Hearings Officer's Order Denying an Application for Approval of an Adult Care Home Resident Manager

**ELI STUTSMAN, ATTORNEY FOR APPELLANT ROBERT BURNELL, REQUESTED THAT THE BOARD RECONSIDER AND REMAND THE CASE BACK TO THE HEARINGS OFFICER BECAUSE THE ISSUES RAISED ON THE RECORD WERE NOT RESPONDED TO IN A SATISFACTORY MANNER. IN RESPONSE TO A REQUEST OF CHAIR STEIN, BOARD ATTORNEY PETE KASTING ADVISED THAT THE BOARD HAS THE OPTION TO REMAND THE CASE BACK TO THE HEARINGS OFFICER. IN RESPONSE TO BOARD QUESTIONS, MR. KASTING EXPLAINED A DENIAL WOULD BE AN INTERPRETATION OF THE RULES BUT NOT AN EXPLANATION. COUNTY COUNSEL KATIE GAETJENS ADVISED SHE OBJECTS TO A REMAND AS THERE WAS AN OPPORTUNITY TO RAISE ISSUES PREVIOUSLY, AND THAT THE ISSUES WERE ADDRESSED AT THE HEARINGS OFFICER LEVEL. MS. GAETJENS RECOMMENDED THAT THE BOARD AFFIRM THE HEARINGS OFFICER DECISION. MR. STUTSMAN URGED THE BOARD TO REMAND THE CASE BACK TO THE HEARINGS OFFICER, ADVISING HIS CLIENT WAS NOT PREVIOUSLY REPRESENTED BY COUNSEL. COMMISSIONER HANSEN COMMENTS IN SUPPORT OF REMAND OR SET OVER. COMMISSIONER COLLIER COMMENTS IN SUPPORT OF ADOPTING FINAL ORDER TODAY. COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, TO REMAND THE CASE BACK TO THE HEARINGS OFFICER. MOTION FAILED, WITH COMMISSIONERS KELLEY AND HANSEN VOTING AYE, AND COMMISSIONERS COLLIER AND STEIN VOTING NO. COMMISSIONER HANSEN MOVED**

**AND COMMISSIONER KELLEY SECONDED, TO SET OVER THE ORDER TO THURSDAY, NOVEMBER 21, 1995. MOTION APPROVED, WITH COMMISSIONERS KELLEY, HANSEN AND STEIN VOTING AYE, AND COMMISSIONER COLLIER VOTING NO.**

- R-3 Second Reading and Adoption of an ORDINANCE Establishing a Local Public Safety Coordinating Council as Required by State Law, and Substituting the Coordinating Council for Certain Other Advisory Entities

**ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF SECOND READING AND ADOPTION. PETER OZANNE EXPLANATION. NO ONE WISHED TO TESTIFY. FOLLOWING DISCUSSION AND UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER HANSEN AN AMENDMENT ADDING THE FOLLOWING: "SECTION V. QUORUM AND VOTING A QUORUM OF THE COUNCIL SHALL CONSIST OF A MAJORITY OF ITS MEMBERS. COUNCIL ACTION ON ANY ITEM SHALL REQUIRE THE AFFIRMATIVE CONCURRENCE OF A MAJORITY OF A QUORUM." WAS UNANIMOUSLY APPROVED. ORDINANCE 839 UNANIMOUSLY APPROVED, AS AMENDED.**

- R-4 Budget Modification NOND 6 Authorizing Transfer of Cost Savings in Personal Services to Materials and Services, within the Emergency Management Division Budget (Continued from October 26, 1995)

**COMMISSIONER COLLIER MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-4. MIKE GILSDORF EXPLANATION. BUDGET MODIFICATION UNANIMOUSLY APPROVED.**

- R-5 ORDER Authorizing Advance Distribution of Funds from the County General Fund to Property Taxing Districts As Allowed Under ORS 311.392

**COMMISSIONER KELLEY MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF R-5. DAVE BOYER EXPLANATION AND RESPONSE TO BOARD QUESTIONS. ORDER 95-235 UNANIMOUSLY APPROVED.**

R-6 RESOLUTION Adopting Multnomah County's Investment Policy and Authorizing the Finance Director or Treasury Manager to Administer Same

**COMMISSIONER COLLIER MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-6. HARRY MORTON EXPLANATION. RESOLUTION 95-236 UNANIMOUSLY APPROVED.**

**DEPARTMENT OF ENVIRONMENTAL SERVICES**

R-7 Memorandum of Understanding 300796 Between the Oregon Department of Transportation, City of Portland and Multnomah County, Resolving Disputes Over Construction and Traffic Impacts of the Sylvan Interchange and Westside Corridor Highway Improvement Projects

**COMMISSIONER COLLIER MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-7. JOHN DORST EXPLANATION. MEMORANDUM OF UNDERSTANDING UNANIMOUSLY APPROVED.**

**AT THE REQUEST OF COMMISSIONER HANSEN AND FOLLOWING DISCUSSION, LARRY NICHOLAS TO GET BACK WITH INFORMATION TO THE BOARD REGARDING THE NORTH-SOUTH LIGHT RAIL PROPOSAL.**

*The regular meeting was adjourned at 9:55 a.m., and the work session was convened at 10:10 a.m.*

---

Thursday, November 9, 1995 - 10:30 AM  
(OR IMMEDIATELY FOLLOWING REGULAR MEETING)  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

**BENCHMARK FORUM WORK SESSION**

WS-1 Citizen Advisor Satisfaction. Overview of Citizen Involvement; Promising Practices and Current Opportunities; Citizen Advisory Board Member Survey Results; How We Strengthen Our Efforts; CIC Annual Report and Strategic Plan Overview; CIC Subcommittee Strategic Goals and 1995-96 Workplan; and Proposed Resolution on Citizen Involvement. Presented by John Legry, Jim Carlson, JoAnn Bowman, Derry Jackson, Kathleen Todd, Kay Durtschi, Ed Lyle and Hank Miggins.

***HANK MIGGINS, JOHN LEGRY, JIM CARLSON,  
JOANN BOWMAN, DERRY JACKSON, KATHLEEN  
TODD, KAY DURTSCHI AND ED LYLE  
PRESENTATIONS AND RESPONSE TO BOARD  
QUESTIONS AND DISCUSSION.***

*There being no further business, the meeting was adjourned at 11:30 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

### NOVEMBER 6, 1995 - NOVEMBER 10, 1995

*Tuesday, November 7, 1995 - 9:30 AM - Board Briefings ..... Page 2*

*Tuesday, November 7, 1995 - 11:15 AM - Executive Session ....Page 2*

*Thursday, November 9 1995 - 9:30 AM - Regular Meeting .....Page 3*

*Tuesday, November 9, 1995 - 10:30 AM - Benchmark Forum...Page 5*

*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, November 7, 1995 - 9:30 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

**BOARD BRIEFINGS**

- B-1      Status of Programming and Service Delivery Activities Undertaken by the Community Action Program Office for Homeless Single Adults and Families. Presented by Rey España. 45 MINUTES REQUESTED.*
- B-2      Overview of County Communication Needs and Selected Priority Projects. Presented by Rhys Scholes. 1 HOUR REQUESTED.*
- 

*Tuesday, November 7, 1995 - 11:15 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

**EXECUTIVE SESSION**

- E-1      The Multnomah County Board of Commissioners Will Meet in Executive Session Pursuant to ORS 192.660(1)(d) for Labor Negotiator Consultation Concerning Possible Labor Negotiations with the Deputy Sheriffs Association. Presented by Darrell Murray. 45 MINUTES REQUESTED.*
-

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

## **REGULAR MEETING**

### **CONSENT CALENDAR**

#### **NON-DEPARTMENTAL**

- C-1      *Renewal of Intergovernmental Agreement 400142 with the City of Portland for Printing and Duplicating Services*

#### **DEPARTMENT OF HEALTH**

- C-2      *Renewal of Intergovernmental Agreement 200986 with Oregon Health Division for Research Services Required by Various Federal Grants Related to HIV/AIDS*
- C-3      *Renewal of Intergovernmental Agreement 201326 with Oregon Health Sciences University for "T" Lymphocyte Blood Typing*

#### **DEPARTMENT OF ENVIRONMENTAL SERVICES**

- C-4      *Amendment to Intergovernmental Agreement 302215 with the City of Fairview to Develop Seventh Street Extension Project*

#### **DEPARTMENT OF COMMUNITY CORRECTIONS**

- C-5      *Intergovernmental Revenue Agreement 900206 with Oregon Department of Corrections for Access and Use of Services Provided by YWCA for Female Offenders in Transition from Prison to the Community*
- C-6      *Budget Modification DCC 2 Authorizing \$48,532 Appropriation to the Contract Services Budget to Reflect Increased Revenue from the Oregon Department of Corrections*

#### **DEPARTMENT OF COMMUNITY AND FAMILY SERVICES**

- C-7      *Amendment to Intergovernmental Agreement 102356 with Portland Public School District to Fund Alternative School Services and Educational Assistance through the Partners Project and Funding for 14 Slots in the Infant Toddler Development Center to Assist Teen Parents*

- C-8      *Amendment to Intergovernmental Agreement 101246 with the City of Wood Village Providing Community Development Block Grant Funds for the Acquisition of Additional Park Land for Public Use*
- C-9      *Intergovernmental Revenue Agreement 103606 with the Oregon Department of Human Resources to Fund an Integrated Services Project at Beach Elementary School*
- C-10     *Intergovernmental Revenue Agreement 103616 with the Oregon Department of Human Resources to Fund an Integrated Services Project at Marshall High School*
- C-11     *Intergovernmental Revenue Agreement 103626 with the Oregon Department of Human Resources to Fund an Integrated Services Project at Roosevelt High School*

### **REGULAR AGENDA**

### **PUBLIC COMMENT**

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

### **NON-DEPARTMENTAL**

- R-2      *ORDER in the Matter of the Appeal of Robert W. Burnell from the Hearings Officer's Order Denying an Application for Approval of an Adult Care Home Resident Manager*
- R-3      *Second Reading and Adoption of an ORDINANCE Establishing a Local Public Safety Coordinating Council as Required by State Law, and Substituting the Coordinating Council for Certain Other Advisory Entities*
- R-4      *Budget Modification NOND 6 Authorizing Transfer of Cost Savings in Personal Services to Materials and Services, within the Emergency Management Division Budget (Continued from October 26, 1995)*
- R-5      *ORDER Authorizing Advance Distribution of Funds from the County General Fund to Property Taxing Districts As Allowed Under ORS 311.392*

- R-6      *RESOLUTION Adopting Multnomah County's Investment Policy and Authorizing the Finance Director or Treasury Manager to Administer Same*

**DEPARTMENT OF ENVIRONMENTAL SERVICES**

- R-7      *Memorandum of Understanding 300796 Between the Oregon Department of Transportation, City of Portland and Multnomah County, Resolving Disputes Over Construction and Traffic Impacts of the Sylvan Interchange and Westside Corridor Highway Improvement Projects*
- 

*Thursday, November 9, 1995 - 10:30 AM*  
**(OR IMMEDIATELY FOLLOWING REGULAR MEETING)**  
*Multnomah County Courthouse, Room 602*  
*1021 SW Fourth, Portland*

**BENCHMARK FORUM WORK SESSION**

- WS-1      *Citizen Advisor Satisfaction. Overview of Citizen Involvement; Promising Practices and Current Opportunities; Citizen Advisory Board Member Survey Results; How We Strengthen Our Efforts; CIC Annual Report and Strategic Plan Overview; CIC Subcommittee Strategic Goals and 1995-96 Workplan; and Proposed Resolution on Citizen Involvement. Presented by John Legry, Jim Carlson, JoAnn Bowman, Derry Jackson, Kathleen Todd, Kay Durtschi, Ed Lyle and Hank Miggins. 1.5 HOURS REQUESTED.*

Meeting Date: \_\_\_\_\_  
Agenda No. : B-1

## AGENDA PLACEMENT FORM

1955 OCT 21 PM 4:00  
 MULTNOMAH COUNTY  
 OREGON



**MULTNOMAH  
COUNTY**

Department of Community & Family Services

# Board Briefing:

November 7, 1995

*"Homelessness is one of the most pressing challenges facing the nation. It is simply unacceptable that there are families and individuals that have no place to call home in one of the most affluent nations the world has ever known. The continued presence of homeless men, women, and children begging for help in our streets, huddled for warmth in the winter in cardboard boxes and over steam grates, is a national disgrace."*

*-- The D.C. Initiative: Working Together to Solve Homelessness*



Community Action  
Program Office (CAPO)

Fiscal Year 1995-1996



# MULTNOMAH COUNTY OREGON

DEPARTMENT OF COMMUNITY & FAMILY SERVICES  
COMMUNITY ACTION PROGRAM OFFICE (503) 248-3999  
421 SW Sixth Avenue, Suite 500  
PORTLAND, OREGON 97204-1620  
fax # (503) 248-3332

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

## MEMORANDUM

TO: Chair Beverly Stein  
Commissioner Tanya Collier  
Commissioner Gary Hansen  
Commissioner Sharron Kelley  
Commissioner Dan Saltzman

VIA: Lorenzo Poe, Director *Lorenzo Poe me*  
Department of Community and Family Services

FROM: Rey España, Director *Rey*  
DCFS Community Action Program Office  
DCFS Community Development Program

DATE: October 30, 1995

SUBJECT: **Attached Information on Homeless Programming Activities**

Attached is information on homeless programming activities for homeless single adults and homeless families developed subsequent to the closure of Recovery Inn on July 1, 1995. The first section, **Part I**, outlines the role of Multnomah County in program development for the housing Intake and Assessment Center, describes the temporary shelter and functions of the Center, includes a letter from Commissioner Gretchen Kafoury on shelter operations, includes a status report on the situation at St. Francis Dining Hall, provides a quarterly report on the Vulnerable and Homeless Outreach Network (VAHON), includes a 3-month followup report on housing relocation efforts for former residents of Recovery Inn, and outlines the program development process for the proposed permanent homeless singles shelter.

The second section, **Part II**, describes the funding award and programming activities for homeless families provided through the HUD McKinney Homeless program, and includes the Winter Shelter Response Plan for homeless single adults and homeless families.

# Part I

<b>Multnomah County's Role in Emergency Housing Center</b> .....	<b>2</b>
<b>Temporary Housing &amp; Services Assessment Center</b> .....	<b>4</b>
<b>Operating Budget</b> .....	<b>6</b>
<b>Temporary Shelter Facility Plan</b> .....	<b>7</b>
<b>Housing Assessment Center: Client Referral system</b> .....	<b>8</b>
<b>Letter from Gretchen Miller Kafoury</b> .....	<b>9</b>
<b>Report on St. Francis Dining Hall</b> .....	<b>11</b>
<b>Quarterly Report: Vulnerable and Homeless Outreach Network (VAHON)</b> .....	<b>14</b>
<b>Recovery Inn Relocation: 3-Month Followup Report</b> .....	<b>17</b>
<b>Program Development Process for Permanent Homeless Single Adult Facility</b> .	<b>22</b>





# MULTNOMAH COUNTY OREGON

COMMUNITY & FAMILY SERVICES DIVISION  
COMMUNITY ACTION PROGRAM OFFICE (503) 248-5464  
426 SW STARK, 6TH FLOOR  
PORTLAND, OREGON 97204  
FAX # (503) 248-3332

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

**To:** Gretchen Kafoury, City Commissioner  
**From:** Rey España, Manager, Community Action and Community Development  
Multnomah County Department of Community and Family Services  
**Subject:** Multnomah County's Role in Emergency Housing Center  
**Date:** July 3, 1995

In response to the closure of Recovery Inn, the City of Portland has publicly committed to reopening a basic emergency shelter for homeless people. The current proposal is to put up a temporary shelter in the River District in Northwest Portland.

The responsibility for planning and addressing the needs of homeless people is shared between the City of Portland and Multnomah County, Department of Community and Family Services, Community Action Program. The City has had lead responsibility for facility development, while the County has had lead responsibility for program design and operations. This memo is to outline Multnomah County Community Action Program's proposed role in this emergency shelter project, wherever it is located.

## PROPOSAL: EMERGENCY HOUSING CENTER

The Community Action Program proposes that the reopened emergency shelter be considered an emergency housing center for assessment, access to supportive services, and last-resort shelter. Access to shelter would be through an intake process, with the intent to provide shelter and assistance to as many homeless people as possible each night. The shelter component would be considered a "basic shelter" which allows people using alcohol/drugs to seek assistance.

The Center concept is based on the *Singles Reconfiguration Plan*. The plan describes a service system focused on transitioning people out of homelessness, not just providing emergency basic needs services. One of the elements of this plan is the centralized assessment center.

## GOAL OF CENTER: TRANSITION OUT OF HOMELESSNESS

The goal of the emergency housing center is to facilitate the transition of people out of homelessness by providing assessment, housing placement services, access to community resources, and emergency basic needs services, including temporary shelter.

The expected outcomes of this center are:

- Homeless people will be connected with needed services and will find housing.
- Homeless people will sleep in safety off the streets.

## **OPERATION OF THE EMERGENCY HOUSING CENTER: COUNTY RESPONSIBILITY**

**The County Community Action Program accepts responsibility for assuring operations of the emergency housing center, within the City/County partnership responsibility for funding. The Community Action Program proposes operating the center itself or through contract with a qualified facility operator.**

The Community Action Program is prepared to operate the temporary center itself, using County staff and a multi-disciplinary team of housing and service specialists from other community-based agencies serving homeless people. The expected cost of this project is \$455,656.

The Community Action Program will examine the feasibility of contracting the operations of the temporary center to an experienced and capable service provider. Because the focus of the center is to transition homeless people out of homelessness and not to just provide emergency shelter, any center operator selected for a contract must have demonstrated success in actively working with multiple disciplines and specialties to find housing and to relocate and stabilize the homeless persons in the housing. If center operations are contracted, the County will retain overall coordination, intake, assessment, and linkage responsibilities. Under County procurement procedures, the required and preferred method of contractor selection is an open, competitive selection process.

## **TIME PERIOD FOR PROPOSAL: TEMPORARY, TO COINCIDE WITH CITY TIMELINES**

**Regardless of whether the County operates the center itself or contracts for operations, this proposal is for a limited period of time, to coincide with the temporary structure solution identified by the City.**

The City has proposed a temporary facility location to address the current need for emergency shelter while planning and implementation continues in the reconfiguration of emergency services for homeless people. The County's operations proposal is flexible and can be implemented wherever the facility is located. It is seen as a temporary solution that provides for accountability of service, responsiveness to emergency timelines, and long-term flexibility in service design and implementation.

## **CONCLUSION**

This proposal is based on the *Singles Reconfiguration Plan*, which recommended a centralized assessment program focused on transitioning people out of homelessness. It takes advantage of the opportunity presented by the closure of Recovery Inn to forward the goals of the City and County in addressing and reducing homelessness. It also provides an opportunity to experiment with new and creative service designs focused on achieving the desired outcomes. Because it is a temporary solution, it builds in the expectation for change to reflect what we have learned and the changing social environment. And lastly, it demonstrates strong intergovernmental cooperation and commitment to the jointly adopted *Singles Reconfiguration Plan*.

Temporary Housing and Services Assessment Center						
Factor	Provided at Center	Description	Cost	Eligibility	Provider	Outcome
Triaged Temporary Housing and Services Assessment	n/a	>Temporary housing and entry into singles services system >Wet shelter >Central intake for system >Partners participate in assignment of center clients to most appropriate services	n/a	> Homeless men & women	n/a	>Short shelter stay >Housing self-sufficiency >Reduction in homelessness
Populations served	Yes	>Single men & women	TBD	>Not a danger to themselves or others	>Center	n/a
Capacity	Yes	14~ women; 86~ men in bunk beds	TBD	>Not a threat to self or others	>Center	>Shelter provided
Food	Yes, but limited service	>Food limited to late-night TV dinner style meals	TBD	>Persons arriving late at center	>Center	>Immediate need met
Clean-up	Yes	>For Center clients showers	TBD	>Center clients only	>Center	n/a
Clothing	No	>Clean clothing provided through voucher at TPI	n/a	>Center client	>TPI	n/a
Smoking	No	>Center is smoke-free >Outdoor covered smoking area	Included in center design	n/a	>Center	n/a
Day use area	Yes	>50 person space with tables, chairs, and television	Included in center design	n/a	>Center	n/a
Office space	Yes	>Three private spaces	Included in center design	>For use by service providers	>Center	n/a
Client lockers	Yes	>100 Lockable storage lockers	>TBD; included in design	>Center clients	>Center	n/a

Temporary Housing and Services Assessment Center						
Factor	Provided at Center	Description	Cost	Eligibility	Provider	Outcome
Washing machine & Dryer	Yes	>2 Washers, 2 Dryers	>TBD; included in design	>Center clients	>Center	n/a
Mail	No	>Mail service, address, voice mail	>None	>Center clients	>Transition Projects, Inc.	n/a
Pets	Yes	>2 Pet runs	>TBD; included in design	>Center clients	>Center	>More homeless campers accept services
Center Operations	n/a	>Operated first 12 months by CAPO	>TBD	>Part of Singles Reconfiguration Model	>Multnomah County CAPO	n/a
Partnerships & Linkages	Yes	>Service providers consortium staffs each Center client and makes service recommendations	TBD	n/a	>TPI >NWPP >OHDC >MHSW >Others	>Short shelter stay >Increased housing placement
Hours of Service and Access	Yes	>24-hour access	TBD	>Any homeless person not a threat to self or others, up to capacity	>Center	>Center
	n/a	>Week-by-week stay >Length of stay determined by client progress	n/a	>Client progress	>Center	>Shelter provided >Case plans developed
Center Services	Yes	>Available only to Center clients	TBD	Homeless Single Men and Women	>Multnomah County	>See Philosophy

Ochinero: general.xls; "shelter" 10/30/95

## Transitional Shelter and Housing Assessment Center Budget

### Operating Budget: N. River District Site

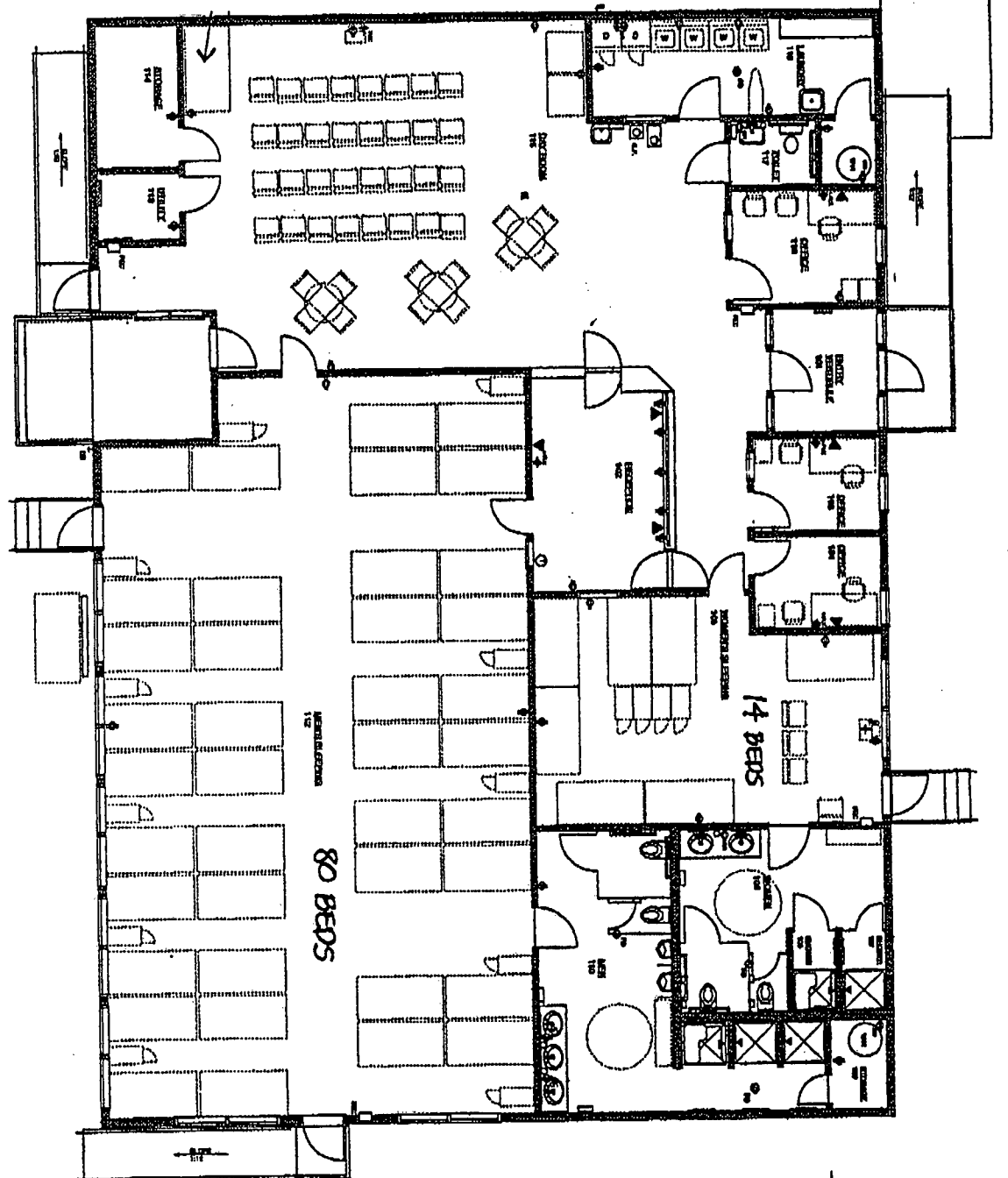
DESCRIPTION	FY 95-96	FY 96-97	FY 97-98	TOTAL
	1st Partial Year - 7 mos.	2nd Full Year - 12 mos.	Third Partial Year - 8 mos.	
<b>BUILDING/SHELTER OPERATIONS</b>				
Utilities, gen. maintenance, janitorial, etc.	\$25,000	\$42,000	\$28,000	\$95,000
Supplies: office, shelter laundry, trash, litter	\$9,667	\$15,000	\$10,000	\$34,667
Insurance	\$0	\$0	\$0	\$0
Telephone	\$5,000	\$600	\$400	\$6,000
Staff training, travel, etc.	\$800	\$4,000	\$2,667	\$7,467
Postage and Printing	\$1,000	\$2,500	\$1,667	\$5,167
<b>SUBTOTAL-General Operating Costs</b>	<b>\$41,467</b>	<b>\$64,100</b>	<b>\$42,734</b>	<b>\$148,301</b>
Shelter Staff: 10.0 FTE	\$183,017	\$310,199	\$206,799	\$700,015
<b>SUBTOTAL-Shelter/Operations Staff</b>	<b>\$224,484</b>	<b>\$374,299</b>	<b>\$249,533</b>	<b>\$848,316</b>
Resident Supplies: Laundry, Hygiene, Snacks, etc.	\$12,167	\$20,000	\$13,333	\$45,500
Administrative/Overhead	\$10,934	\$25,000	\$16,667	\$52,601
<b>SUBTOTAL-Building/Shelter Operations</b>	<b>\$247,585</b>	<b>\$419,299</b>	<b>\$279,533</b>	<b>\$946,417</b>
<b>HOUSING ASSESSMENT</b>				
a. Program Coordination and Management	\$26,538	\$55,692	\$37,128	\$119,358
b. Staff	\$48,702	\$70,499	\$46,999	\$166,200
c. Support Services	\$10,603	\$12,775	\$8,517	\$31,895
<b>SUBTOTAL-Housing Assessment Costs</b>	<b>\$85,843</b>	<b>\$138,966</b>	<b>\$92,644</b>	<b>\$317,453</b>
<b>TOTAL-Building/Shelter Operations + Housing Assessment Costs</b>	<b>\$333,428</b>	<b>\$558,265</b>	<b>\$372,177</b>	<b>\$1,263,870</b>

# Temporary Shelter Facility

Total capacity = 94

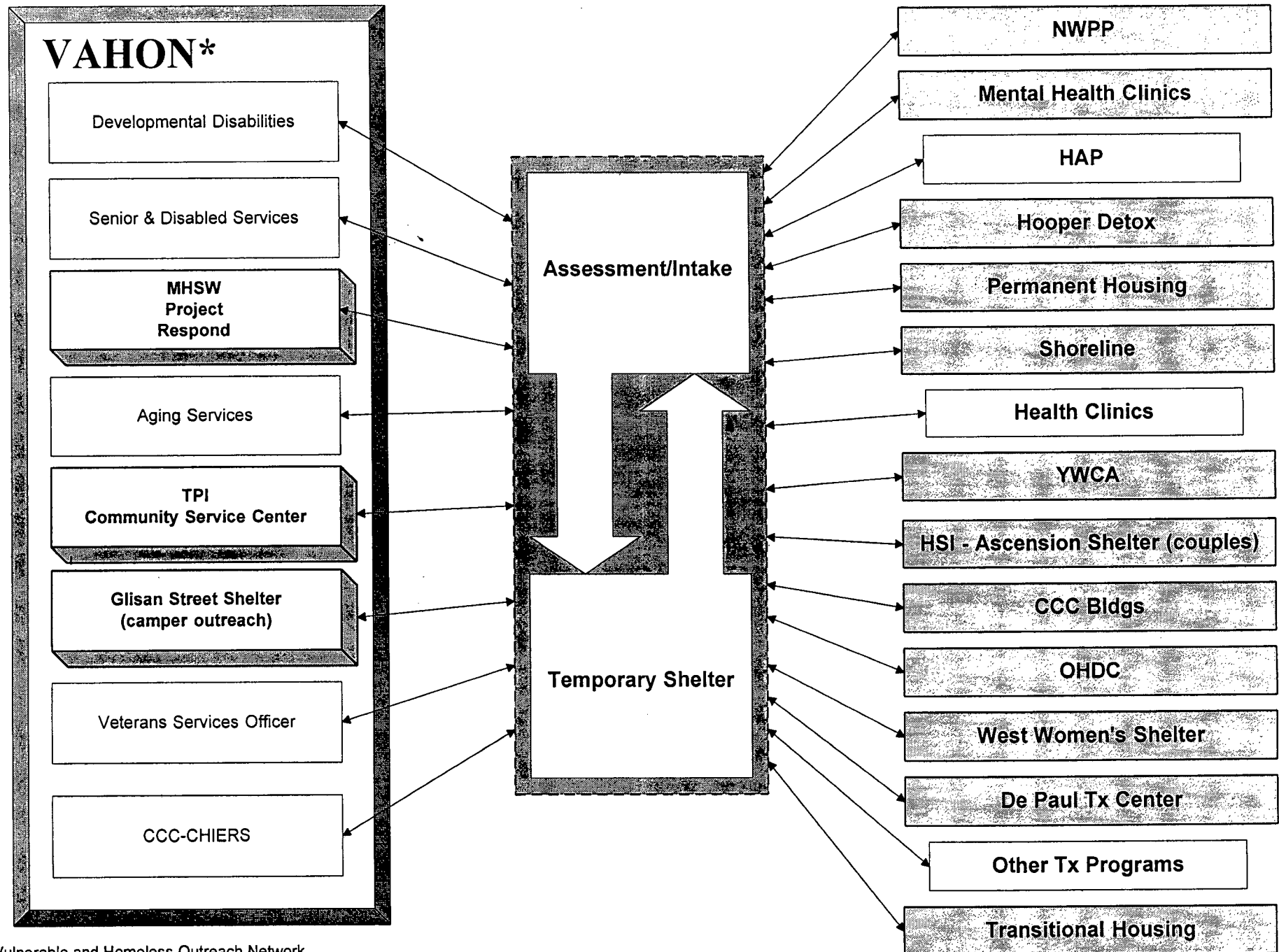
Women = 14

Men = 80



PLAN  
NOT TO SCALE  
10-19-95

# Housing Assessment Center for Homeless Single Adults: Client Referral System



\* Vulnerable and Homeless Outreach Network



CITY OF  
**PORTLAND, OREGON**

Gretchen Miller Kafoury, Commissioner  
1220 S.W. 5th Avenue  
Portland, Oregon 97204  
Telephone: (503) 823-4151

RECEIVED  
OCT 11 1995

STEIN  
MULTNOMAH COUNTY CHAIR

MEMORANDUM

TO: ✓ Multnomah County Chairperson Beverly Stein  
Director, Dept. of Community & Family Services, Lorenzo Poe

FROM: Gretchen Miller Kafoury

DATE: October 9, 1995

RE: Operation of Temporary Homeless Shelter & Assessment Center

I write you out of concern about the status of one of our interjurisdictional projects -- the temporary shelter and assessment center for homeless single people currently under construction in the new Riverdistrict. As you know, discussions with Transition Projects, Inc., the only respondent to the County's RFP for a program operator at the temporary shelter, have failed to resolve issues of staffing, budget, and programmatic approach. Yet it is essential that we open the facility as close to November 1st as possible. This temporary facility with its 100 bed capacity is to serve as the key component of the winter shelter system. As the days grow colder, the pressure to open it increases significantly.

In discussions involving City and County staff, we have concluded that the most feasible and responsible way to operate the shelter is to ask that CAPO manage it directly. I'm aware that in pursuing this option the County is asked to assume a new role -- one not entirely comfortable to you.

In addition to the press of the season referred to above, there are other reasons for asking the County to take on the direct service role in this instance:

- 1) This arrangement will assure optimum coordination with the assessment center functions which are already intended to be provided by Multnomah County. The experience gained in the relocation of Recovery Inn clients has shown the value of good assessment coupled with housing options as an effective way to end many people's homeless status.



Stein & Poe, p. 2

- 2) The siting issues about this facility have been difficult and controversial. Although we have successfully worked through most of these, we are still contending with reservations from the Pearl District neighborhood. The County's presence as operator should provide an assurance of quality management and accountability to raise everyone's comfort level and to finalize the Good Neighbor Plan the advisory committee is working on.

As I understand it, approximately \$200,000 in additional resources will be required in F/Y 96-97 to successfully operate the shelter and assessment center. To address this shortfall, the City's Bureau of Housing and Community Development will commit \$100,000; the project will need another \$100,000 committed from the County. If costs run beyond this additional \$200,000, I will pledge my efforts to work with you to come up with the balance necessary.

The discussion we've had suggest that County-as-shelter-operator may be short term -- say for the rest of the fiscal year. This will give an opportunity to assess the staffing needs and to see if there are other effective ways to run the program.

In closing I want to assure you of my commitment to see this joint City/County venture through to success. I also want to express my appreciation for the outstanding work of Rey Espana and his staff. Their work has been steady, focused, and creative throughout the many troubled dilemmas brought about with the closure of Recovery Inn and the implementation of the Shelter Reconfiguration Plan. I take heart that although the road seems bumpy and a long uphill, nonetheless, we are moving on along the way we have planned.

cc. Multnomah County Commissioner Dan Saltzman  
Steve Rudman, BHCD  
Rey Espana, CAPO



# MULTNOMAH COUNTY OREGON

DEPARTMENT OF COMMUNITY & FAMILY SERVICES  
COMMUNITY ACTION PROGRAM OFFICE (503) 248-3999  
421 SW Sixth Avenue, Suite 500  
PORTLAND, OREGON 97204-1620  
fax # (503) 248-3332

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

## MEMORANDUM

TO: Rey España, Director  
DCFS Community Action Program Office  
DCFS Community Development Program

FROM: Cathy Spofford, Coordinator *CA*  
Intake & Assessment Center

DATE: October 26, 1995

SUBJECT: Attached Report on St. Francis Dining Hall

As you know, there are a large number of homeless individuals staying on the grounds of the St. Francis Dining Hall. We estimate around 40 individuals on a given night. We have seen an increase as a result of the camp sweeps being performed by the Portland Police Bureau. One of the RI Relocation staff has been making site visits to the Dining Hall, as well as MHSW's Project Respond, team members and an outreach worker from Hispanic Access.

Mary Byrkit, CAPO, has performed assessments on 18 households. Most of the households have been single men between 35-45; there was also one couple, 2 single men with one child each, and one single woman. Many of the individuals have some form of income—SSI, SSD, or wages. When we started our work there was a perception that many of the people have mental disabilities; however, MHSW does not feel that this is the case. Currently, only 5 of the people surveyed are receiving benefits for a mental disability.

About half of the people who frequent the Dining Hall are housed, and the other half are homeless, camping, etc. There seem to be two populations:

- 1) The hard homeless, who have been homeless for a long time and are camping or living in vehicles. These people are very difficult to house, because they have no current landlord references, have FEDS and other barriers, such as felony conviction.
- 2) The other group, the more recently homeless, is more easily housed. They tend to have a more recent housing history, and fewer barriers.

To date 10 people have been housed. Mary has referred a number of people to the Shoreline employment program. Others have been housed in SROs and low rent apartments. One person has been interviewed for housing through mental health. Mary will be going over to the St. Francis the weekend of November 30th, and will then need to redirect her efforts to the Assessment/Intake Center.

**-St. Francis Dining Hall Report  
October 25, 1995**

**Number of Households:** 18

**Household Composition:** 1 couple  
2 single men with 1 child  
14 single men  
1 single woman

**Total # of individuals:** 22

Men	18
Women	2
Children	2

**Income:**

None	6
Disability benefits	6
ADC	1
Wages	6
In school	1

**Disabled:** 9

Mental disability	5
Physical disability	4

Average ages mid 30's-mid 40's

**Some of the reasons homeless:**

Lost Section 8 due to redevelopment  
Coming out of corrections  
Moved from other state

Mental illness  
Lost housing due domestic problems  
Lost housing due to behavior

**Length Homeless:**

About ½ clients have been homeless for long periods of time- camped out, lived in cars, stayed on and off in shelters; other half recently homeless

**Outcomes:**

Number of households housed: 8

Swindles  
St. Francis  
Clifford  
Danmore  
New Ritz  
Union Arms

**Clients referred:**

Ascension couples shelter  
Network Behavioral Health housing  
Shoreline



# MULTNOMAH COUNTY OREGON

DEPARTMENT OF COMMUNITY & FAMILY SERVICES  
COMMUNITY ACTION PROGRAM OFFICE (503) 248-3999  
421 SW Sixth Avenue, Suite 500  
PORTLAND, OREGON 97204-1620  
fax # (503) 248-3332

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

## MEMO

**To:** Rachel Silverman, Bureau of Housing and Community Development  
**From:** Cathy Spofford  
**CC:** Rey España  
John Pearson  
**Re:** Quarterly Report -Vulnerable and Homeless Outreach Network (VAHON)  
**Date:** October 22, 1995

During this first quarter agencies have begun the following start-up activities.

### **Mental Health Services West:**

MHSW has hired a half-time coordinator who will be responsible for creating a network of agencies who provide services to the vulnerable homeless in order to facilitate the delivery of coordinated services. The VAHON coordinator has convened two VAHON meetings where members have presented information about their agencies' eligibility, intake and services. One client has been presented and discussed at a VAHON meeting and specific action identified.

The position of Jail Outreach Worker has been filled. The outreach worker has made contacts with staff persons in the jail and corrections and is developing a referral process. The outreach worker has identified and made contact with and developed a plan for one client in the jail.

With this grant Project Respond has been able to expand their area of service to the inner east side. Project Respond has begun regular patrols on the east side of Portland (approximate boundaries are NE Broadway, SE Hawthorne and 15th St.) The team is currently focusing on the St. Francis Dining Hall area and the Ross Island Camps. A Project Respond team member has been assigned the role of developing contacts on the east side with specific referral sources. This individual has made approximately 7 contacts with staff of east side agencies. The team has responded to one referral and directed the client to resources and consulted with staff of referral source. The team is also developing contacts with east side police and has responded to at least one call from the police Crisis Intervention Team.

A skills trainer was hired October 6th, 1995. This individual will begin working October 23, 1995 and will be ready to work with assigned clients as referred within two weeks of hire.

The vehicles for outreach have not yet been purchased but the financial arrangements are being made.

### **Transition Projects:**

One full-time Homeless Camper Outreach Worker was hired on September 1, 1995. The Outreach Worker is providing information and referral, assessments, advocacy and supportive services to homeless campers. This individual will also be able to provide emergency assistance to homeless campers who are ill or believed to be at risk on the streets.

The Outreach Worker is currently focusing on working with campers at camp sites being prepared for a City and/or Park Bureau camp sweep, as well as homeless campers who frequent the following meal sites: First Baptist Church, Sisters of the Road Cafe, St. Francis Dinning Hall and the Peniel Mission.

The Outreach Worker has attended one meeting of the VAHON and will continue to be an integral member of this team.

### **Outside In**

Outside In is developing a program to provide outreach to homeless youth, in particular sexual minority homeless youth. A program called Streetwise will conduct on-street outreach with youth peer educators paired with adult mentors. VOICES will provide a safe, supportive place for youth to be off the streets.

During the first quarter, time and focus went into identifying the training needs of youth peer educators and ordering supplies. Supplies include contents for specially-designed fanny packs that are geared towards HIV education and prevention. Staff also created policy and procedures for the street outreach effort.

Additionally the Youth Program's Drop-In Center for homeless youth expanded its hours to include Saturdays from 9am to 6 pm.. Staff have been trained and hired for Saturdays.

### **Multnomah County Veterans Service Office:**

Multnomah County Community Action Program Office has hired a half-time County Veterans Service Officer (CVSO) to work with vulnerable homeless veterans who are unable to access veterans services on their own. The CVSO began conducting outreach on July 1, 1995 to agencies that serve the homeless (Transition Projects, Northwest Pilot Project etc.) and the St. Francis Dinning Hall on a regular basis. Exhibit 1 indicates the amount of benefits that the CVSO has helped veterans to obtain (benefits which they are entitled to under Title 38 U.S.C. and Oregon Revised Statutes) during this period.

## Exhibits

Exhibit 1 - Recoveries July - September, 1995 details the direct benefit amounts accounted for by this office on behalf of the veterans and their dependents served by this office.

### Exhibit 1

Recoveries <sup>1</sup> 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.

RECOVERIES JULY - SEPTEMBER 1995	
JUL RECOVERIES	\$355,005.12
AUG RECOVERIES	\$437,117.30
SEP RECOVERIES	\$277,986.00
QUARTERLY RECOVERIES	\$1,070,108.42

### Reporting:

A VAHON Reporting Form is in the process of being designed and will collect information on: total number of outreach contacts made by agency, demographics on clients who receive outreach and services (age, sex, ethnicity), referral source, number of clients discussed or coordinated through VAHON Coordinator, information on income amounts and source at outreach and for clients placed in transitional and permanent housing, number of clients placed in transitional and permanent housing and length of stay and types of permanent housing.

---

<sup>1</sup> Includes benefits for veterans in both homeless outreach and aging services outreach.



# MULTNOMAH COUNTY OREGON

---

DEPARTMENT OF COMMUNITY & FAMILY SERVICES  
COMMUNITY ACTION PROGRAM OFFICE (503) 248-3999  
421 SW Sixth Avenue, Suite 500  
PORTLAND, OREGON 97204-1620  
fax # (503) 248-3332

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

---

## RECOVERY INN RELOCATION 3 MONTH FOLLOW-UP REPORT

October 10, 1995

Community Action Program Office  
Cathy Spofford  
248-3999 ext. 4103



When Recovery Inn closed its doors permanently on June 30, 1995 four social service agencies were able to help 70 clients who had been living there find alternate housing. At the 1 month follow-up agencies reported that 84.3% of these clients were still in housing. (Figure 2)

#### CLIENTS STILL IN HOUSING:

At the 3 month follow-up agencies report that 71% of the original clients are still in housing. (Figure 1). This represents 50 clients who are still in some type of shelter, transitional or permanent housing.

Figure 1 Success at 3 months

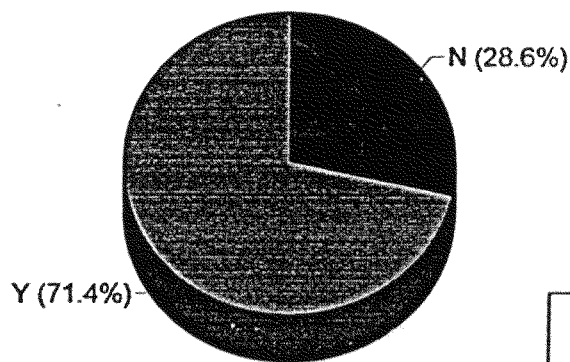
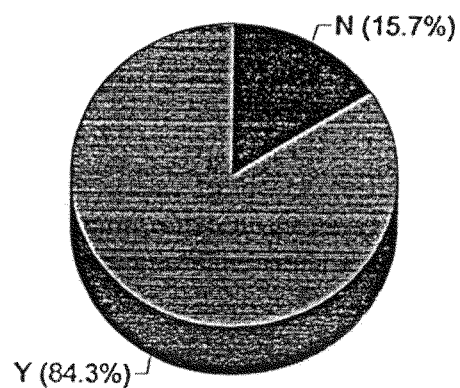
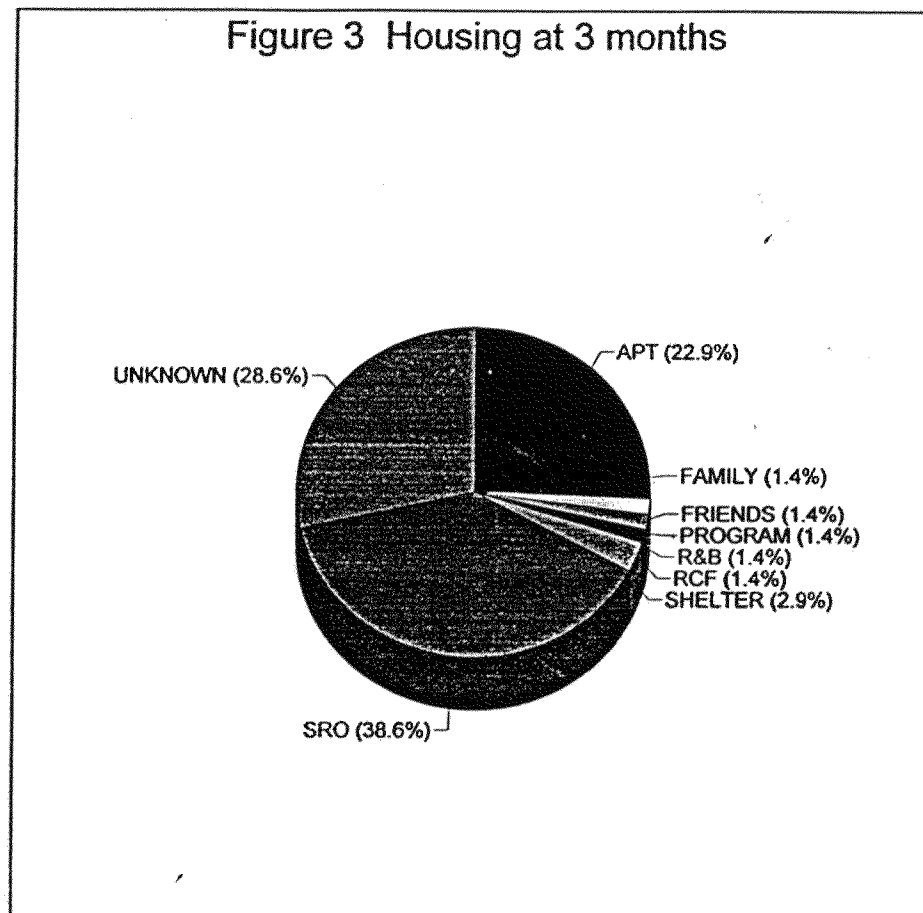


Figure 2 Success at 1 month



Of the 50 clients who are still successfully housed Figure 3 shows that they are living in a variety of situations. The majority of clients (27) are housed in SRO units in the downtown area. Sixteen clients are now in their own apartments, 1 with family, and 1 with friends. One client is in the Shoreline Employment Program, 1 client has moved to a room and board, 1 client is in a registered care facility and 2 clients are still in shelter.



Between the one month and three month follow-up 6 clients have moved into subsidized housing. One client has moved into Low Rent Public Housing, one into a subsidized SRO, 2 into a HUD subsidized building (Rosenbaum Plaza), one into the Hatfield Building (on a mental health floor), and one into the 12th Street Terrace.

## **CLIENTS NO LONGER IN HOUSING:**

The 28.6% of clients in the unsuccessful category either lost their housing or their whereabouts are unknown and agencies are unable to conduct follow-up interviews.

Comparing Figure 1 and 2 shows that the percentage of clients in the unsuccessful category increased from 15.7% to 28.6%. Although this is a net change of 9 clients there were actually 12 clients who left their housing between the one and three month follow-up. There were also 3 clients who were listed as unsuccessful at one month follow-up who have since returned to services and are now in housing.

Of the 12 clients who left housing between the one month and three month follow-up the following information is available:

<b>Move out reason</b>	<b>Number</b>
Mental health hospitalization	1
Alcohol use - client evicted	1
Left treatment against advice	1
Left housing without notice	4
Not following case plan	2
Went live with relatives	1
Left other housing - in good standing but no forwarding address	2
<b>Total</b>	<b>12</b>

As this information shows the largest number of clients (4) left their housing without notifying social service providers or housing managers. At least 3 clients left their housing to live elsewhere but further information is not available.

## **UPDATE ON CASE STUDIES:**

Four clients were profiled in the one month follow-up report. Three of those clients are still in housing and doing well, one client has dropped out of services and housing.

Client A: The 25 year old man who suffers from bi-polar disorder is still housed in the same apartment and continues to be employed.

Client B: The 40 year old man who recently had his leg amputated is now housed in a subsidized apartment and is being fitted for a prothesis.

Client C: The 49 year developmentally disabled man is still housed in an SRO. He continues to be a good tenant and enjoys going over to the St. Francis Dinning Hall for meals and to play cards with friends he has made there.

Client D: The 28 year old woman who went into drug treatment left her treatment program against the advice of her treatment counselors and her whereabouts are unknown.

## **CONCLUSION:**

In many cases it may be too soon to draw conclusions about the clients who are successful or unsuccessful in housing. What we do know is that 50 individuals who were considered to be unhousable have remained in stable housing for at least 3 months. Many of these clients are doing well; building manager report that the majority of clients are good tenants and pay their rents on time. Six clients have moved into subsidized housing where they will pay 1/3 of their income for rent. Three clients have gone from day labor to regular wages and two clients have gone from no income to wages.

For the clients who are unsuccessful alcohol/drugs, mental illness and lack of documentation appear to play a critical role in housing success. Further analysis of the variables that affect housing stability will be done at the six month follow-up.



# MULTNOMAH COUNTY OREGON

DEPARTMENT OF COMMUNITY & FAMILY SERVICES  
COMMUNITY ACTION PROGRAM OFFICE (503) 248-3999  
421 SW Sixth Avenue, Suite 500  
PORTLAND, OREGON 97204-1620  
fax # (503) 248-3332

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

## MEMORANDUM

TO: Housing and Community Development Commission

FROM: Rey España, Director  
DCFS Community Action Program Office  
DCFS Community Development Program

DATE: September 27, 1995

SUBJECT: Program Development Process for Permanent Homeless Single Adults Facility

RECEIVED SEP 29 1995

The County is the lead entity charged with the development of programmatic design recommendations for a permanent housing facility to serve single adults consistent with the Singles Reconfiguration Plan. Community Action Program Office staff have introduced and provided an overview and discussion of four permanent housing facilities options for review by community partners. County staff have also met with homeless persons, homeless advocates, neighborhood associations, representatives of the Central East Side business council and service providers to gather input and insights into the process for developing a community consensus for the most appropriate housing option which is consistent with the goals, principles and values of the Singles Plan. Following is a summary of the process:

### August - September 1995

- August 18: Homeless Advisory Committee meeting:  
*Presentation of draft program options for discussion. Review of community input process.*
- August 12- Sept. 1: Community Planning and meetings with:  
— Visions in Action;  
— JOIN;  
— Neighborhood Associations.
- September 6: Special meeting of Homeless Advisory Committee:  
*Action to recommend Scenario 1 as preferred program option, forward to Community Action Commission for ratification as the programmatic design recommendation in fulfillment of its charge requested by City of Portland. Clarification that facility will provide space for 100 persons.*
- September 13: Multnomah County Community Action Commission meeting:  
*Approval of HAC recommendation of Scenario 1, noting clarification, as recommended Program Element for homeless single adults.*
- September 14: Meeting with Buckman Neighborhood Association:  
*Review and discussion of proposal and issues. Approval of Scenario 1.*

Attached are materials on the proposed scenarios that have been distributed and reviewed at the various meetings conducted as part of the community review process.

# POSSIBLE SCENARIOS TO IMPLEMENT THE SHELTER RECONFIGURATION PLAN:

All scenarios include shelter for 90 and emergency/transitional I housing for 90

<b>SCENARIO I</b> <ul style="list-style-type: none"> <li>One Basic Shelter with 90-beds</li> <li>New Development: 90 units developed as permanent housing</li> </ul>	Now	Glisan St. Facility: Emerg/Trans I 120	Estate Hotel: 50 Permanent units	Existing SROs (permanent)	
	Scenario I	Glisan St. Facility: Basic Shelter 90	Estate Hotel: 50 Emerg/Trans I units	Existing SROs: Up to 40 Transitional I units	NEW: 90 units of permanent housing
<b>SCENARIO II</b> <ul style="list-style-type: none"> <li>One Basic Shelter with 90-bed</li> <li>New Development: One new facility with 90-beds for emergency/transitional I housing</li> </ul>	Now	Glisan St. Facility: Emerg/Trans I 120			
	Scenario II	Glisan St. Facility: Basic Shelter 90	NEW Facility: Emerg/Trans I 90		
<b>SCENARIO III</b> <ul style="list-style-type: none"> <li>Two Basic Shelters -- each with 45 bed</li> <li>New Development: One new facility with 135 beds (for shelter, emergency and transitional I housing)</li> </ul>	Now	Glisan St. Facility: Emerg/Trans I 120			
	Scenario III	Glisan St. Facility: Basic Shelter <del>90</del> 45	NEW Facility for 135 • Emerg/Trans I: 90 • Basic Shelter: 45		
<b>SCENARIO IV</b> <ul style="list-style-type: none"> <li>Two Basic Shelters -- each with 45 bed</li> <li>New Development: Two new facilities. (1) 90 beds (for shelter, emergency and trans I housing; (2) 45 transitional I</li> </ul>	Now	Glisan St. Facility: Emerg/Trans I 120			
	Scenario IV	Glisan St. Facility: Basic Shelter 45	NEW FACILITY: 90 • Basic Shelter 45 • Emerg/Trans I 45	NEW FACILITY: 45 Transitional I	

# "RECONFIGURATION" PLAN

## GOALS

- *To end homelessness for individuals who access "the system" by assisting homeless persons to access stable housing quickly; and*
- *To prevent initial and recurrent homelessness by providing the support needed to maintain stable housing.*

PRINCIPLES and POLICIES and ASSUMPTIONS were identified to define the community's response to the housing and service needs of homeless single adults. These included the following:

- ♦ *Emergency housing and services should enable persons to obtain the housing most appropriate to their need.*
- ♦ *An adequate supply of housing affordable to very low-income individuals and a range of housing services (e.g. rent assistance, housing counseling) must be available to prevent initial and recurrent homelessness.*
- ♦ *The publicly supported system assumes cooperation and responsibility of clients to work toward independent living.*
- ♦ *Every homeless single adult may not receive shelter/housing in the restructured system, but those who do obtain assistance are more likely to achieve some form of stable housing.*
- ♦ *As emergency housing programs are a first step in resolving homelessness, public resources will assist in funding a minimum number of emergency beds. Resources will be directed toward prevention of homelessness and increasing the availability of low-cost permanent housing rather than for additional emergency or shelter*

## IMPLEMENTATION ISSUES re FACILITY DEVELOPMENT

- ♦ One shelter or two?
- ♦ Funds used to develop homeless facilities or permanent housing (such as a second shelter and emergency/transitional housing)?
- ♦ Equity in siting

# Part II

<b>Homeless Families Funding Award .....</b>	<b>25</b>
<b>Project Plan: Family Futures .....</b>	<b>26</b>
<b>Project Plan: The Turning Point .....</b>	<b>29</b>
<b>1995-96 Winter Response Plan for Homeless Individuals and Families .....</b>	<b>32</b>
<b>Shelter Providers' Response Information: Winter 1995-96 .....</b>	<b>42</b>
<b>Shelter Resources Outside Multnomah County .....</b>	<b>64</b>
<b>Community Service Centers for Families .....</b>	<b>67</b>





# MULTNOMAH COUNTY OREGON

DEPARTMENT OF COMMUNITY & FAMILY SERVICES  
COMMUNITY ACTION PROGRAM OFFICE (503) 248-3999  
421 SW Sixth Avenue, Suite 500  
PORTLAND, OREGON 97204-1620  
fax # (503) 248-3332

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

## Homeless Families

On July 13, 1995, the United States Department of Housing and Urban Development (HUD) announced an award to Multnomah County of \$4.2 million in grant funds to provide services to homeless families. These funds are to support two projects, \$3 million for *Family Futures* and \$1.2 million for the *Turning Point*. These projects will assist homeless families in the community by providing them with the resources to obtain stable, safe and secure housing, such as rental assistance for transitional housing and support services. This grant is among the largest ever received for homeless family programs.

The grant was awarded through a national competition from HUD's Supportive Housing programs. Multnomah County in cooperation with the City of Portland, the Housing Authority of Portland and various non-profit agencies in this community which serve the homeless population submitted an application in April.

## EXHIBIT 2: PROPOSED PROJECT

### A. PROGRAM COMPONENT — TRANSITIONAL HOUSING

#### B. PROJECT PLAN

##### B.1. General Description

###### A. Population to be served

The Family Futures project will provide supportive services for homeless families housed in transitional housing units throughout Multnomah County, including the largest cities, Portland and Gresham. Based on profiles of family participants served by the network of homeless family service providers, it is anticipated that families served by this project will be primarily single, female headed households (60%-70%), an average of 29 years old accompanied by two children. At least 50% of these children will be under the age of 5. Twenty (20%) to 25% will be of an ethnic minority or race. These families are poor and tend to be poorly educated -- 50% of the primary parents will not have a high school diploma or GED. All will be at or below 125% of the federal poverty level. Many have experienced chronic or long term homelessness -- 50% will have been homeless in the past.<sup>1</sup>

Most of the families will be suffering from a number of problems and barriers: unemployment (77%); debt, typically due to medical expense (80); and affected by substance abuse (53%). The majority will have experienced forced moves due primarily to inability to pay rent and/or inappropriate housing conditions.

Multiple problems that these families are facing include: chronic or major physical health problems (44%), mental/emotional problems, chemical addictions and domestic

---

<sup>1</sup> The characteristics of homeless families targeted by this project are consistent with the demographic profiles of families assisted by two local demonstration and evaluation projects: Portland/Multnomah County's HUD Robert Wood Johnson Homeless Families Project and a U.S. Department of Health and Human Services Demonstration Partnership Project (Multnomah County and Neighborhood House and Portland IMPACT).

violence (up to 78% of the primary parents have at some time experienced severe acts of domestic violence). Data gathered from clients and case managers indicate that most female adults will have backgrounds of domestic violence, sexual abuse and physical abuse. A significant percentage of the families have children living outside the immediate family. A majority of children are stress affected and/or developmentally delayed.

Through current grants from HUD/Robert Wood Johnson and Supplemental Assistance for Facilities to Assist the Homeless Program (SAFAH), community service centers have expanded the continuum of services for homeless families. The results have clearly demonstrated the effectiveness of integrating subsidized housing and support services, including long-term case management, counseling, and coordination of service providers. When a family is struggling to maintain housing, it is difficult for them to deal with the wide range of issues that create barriers to housing stability but these are critical to address as they are intertwined.

B. Outreach and Referral: Identification and Selection of Participants

This project will be integrated into existing county-wide services and referral networks. Eligible families will be served by 6 Community Services Centers in the Multnomah County homeless services system: Portland Impact, Human Solutions, Inc., Neighborhood House, Albina Ministerial Alliance, Friendly House and the St. John's YWCA. Each Community Service center serves a geographic region of the county and each has effective outreach program to those families living in places not meant for human habitation. In previous projects, word-of-mouth has led to programs quickly reaching capacity and this is again anticipated. However, all services are publicized through the

distribution of client-oriented brochures and inclusion in neighborhood newsletters and community newspapers. In addition, all service centers are identified in regional crisis service directories as the contact point for people needing shelter and supportive housing resources.

Participants will be selected from homeless families presenting themselves at any one of the systems' program offices. Qualified staff at each of the Community Service Centers are aware of the full array of housing and services options available to homeless families in our community. Each family meets with a case manager and together they construct a plan best tailored to the particular needs of the family. Agency staff together with the family consider the options available under general homeless funding as well as any particular grant programs with unique requirements and opportunities.

#### C. Number of People to be Served

	Current Level	Projected Level (at any given time)	No. Projected to be served over the 3 years of the grant
1. Number of bedrooms	121	178	534
2. Number of beds	256	367	1,101
3. Number of families with children	70	103	309
4. Of persons in families with children: a. number of disabled adults	1 *	2	6
b. number of other adults	89	131	393
c. number of children	186	234	702
5. Of single individuals not in families: a. number of disabled individuals	0	0	0
b. number of other individuals	0	0	0

\* Does not includes disability due to addiction.

## **EXHIBIT 2: PROPOSED PROJECT**

### **A. PROGRAM COMPONENT: Transitional Housing**

### **B. PROJECT PLAN**

#### **B.1. General Description**

##### **A. Population to be served**

The Turning Point project will provide 23 units of transitional housing and supportive services for homeless families. Families who will be served by this project will be primarily single, female headed households (60%-70%), 50% of the children will be under the age of five years; most families will have two or more children; 20% to 25% will be of an ethnic minority or race; 60% will have at least a high school diploma or GED; 50% of the adults will be under the age of 30 years; and 50% will have been homeless in the past.<sup>1</sup>

Most of the families will be suffering from a number of problems and barriers: 77% will be unemployed; 80% will be in debt with main source of indebtedness being medical expenses; and 53% affected by substance abuse. The majority have experienced forced moves due primarily to inability to pay rent and/or inappropriate housing conditions.

Subjective data gathered from clients and case managers indicate that most female adults will have backgrounds of domestic violence, sexual abuse and physical abuse. A significant percentage of the families have children living outside the immediate family. A majority of children are developmentally delayed and/or stress affected. Preventive and minor

---

<sup>1</sup> The characteristics of homeless families targeted by this project are consistent with the demographic profiles of families assisted by two local demonstration and evaluation projects: Portland/Multnomah County's HUD Robert Wood Johnson Homeless Families Project and a U.S. Department of Health and Human Services Demonstration Partnership Project (Multnomah County and Neighborhood House and Portland IMPACT).

medical care is not sought by the adults for either themselves or their children. Socialization opportunities are limited. Family members typically suffer from low self-esteem.

None of these characteristics are surprising, given the tremendous stress of raising a family without a home in which to live. However, these factors require supportive services in order to establish behavior and thought patterns that will overcome barriers, which contribute to and are caused by homelessness. The 23 transitional apartments at *The Turning Point* will allow homeless families with children to increase their odds of securing and maintaining permanent housing --decreasing the risk of creating multi-generations of homeless families.

B. Outreach and Referral: Identification and Selection of Participants

This project will be integrated into existing county-wide services and referral networks.

The primary service provider, Neighborhood House, is the designated Community Service Center which provides services to low-income people in southwest Portland/Multnomah County.

It is expected that 90% of the homeless families seeking services through this program will be living on the street, camping, or living in their cars. First priority for entry will be to those families that have directly contacted Neighborhood House. Other eligible families will be referred by five other Community Services Centers in the Multnomah County homeless services system, domestic violence shelters, Metro Crisis (a 24-hour hotline), the police, school, churches, and numerous other agencies.

### C. Number of People to be Served

	Current Level	Projected Level	No. Projected to be served o the 3 years of the grant
1. Number of bedrooms	0	23	
2. Number of beds	0	69	
3. Number of families with children	0	23	192
4. Of persons in families w children: a. number of disabled adults	0	2*	9
b. number of other adul	0	31	129
c. number of children	0	53	377
5. Of single individuals not families: a. number of disabled individuals	N/A	N/A	N/A
b. number of other individuals	N/A	N/A	N/A

\* Does not includes disability due to addiction.

### D. Description of Housing: Type and Capacity

A newly constructed facility, *The Turning Point*, will provide 23 one-bedroom transitional units--each with its own bathroom, cooking, dining and living space (with a queen-size sleeper sofa). Each unit will be furnished and will accommodate a family of four, although beds for five will be available. Some units can be adapted to serve even larger families, e.g. two one-bedroom units can become a two-bedroom and a studio. Each unit has its own entrance. The eleven ground level units will be handicapped accessible. A multi-purpose building will serve as a community center and provide space for laundry, storage, meeting, recreation, children's activities, a kitchen for community use, and a manager's office.

# **MULTNOMAH COUNTY**

## **1995-96 WINTER RESPONSE PLAN FOR HOMELESS INDIVIDUALS AND FAMILIES**



## OVERVIEW

Multnomah County's Winter Response Plan for Homeless Individuals and Families expands the resources for homeless persons during the winter months and during severe winter weather. **The goal of the response plan is to provide an adequate system of services to prevent hardship or death of homeless persons which may be caused by cold or severe weather conditions.** The Plan provides for increasing shelter and services to homeless singles, youth and families. Each population's shelter and services were expanded based on needs and available resources and are described below in greater detail.

The Winter Response Plan was developed and will be coordinated by the Multnomah County Department of Community and Family Services (DCFS) /Community Action Program Office (CAPO). The Homeless Action Committee (HAC) of the Community Action Commission, a citizen oversight body of the Community Action Program Office, recommended policy and guidelines for the plan. The Homeless Action Committee is made up of community-based agencies that provide homeless services, representatives of local officials and government agencies.

In addition to provider agencies who serve a target population, there are several system-wide entities, Clearinghouse, United Way, Office of Emergency Management, Portland Women's Crisis Line and Metro Crisis Intervention Services, that assist in the coordination of the Winter Emergency Shelter Plan. While these entities provide services year round, their function is critical to the success of a winter shelter plan.

The Clearinghouse, a component of the Community Action Program Office, provides daily information and referral to agency staff on the availability of shelter space. United Way Information and Referral provides day-time referral to services, and Metro Crisis Intervention Services provides after-hours information and referral, as well as access to shelter. The Portland Women's Crisis Line provides information and referral for victims of domestic violence. United Way, Metro and the Portland Women's Crisis Line are access points for the public, while the Clearinghouse is only an access point for agency staff.

The Multnomah County Office of Emergency Management (OEM) will work closely with DCFS/CAPO to leverage resources at their disposal, including blankets, transportation, and shelter space, to assist in the Winter Shelter Plan. The OEM is the local agency contacted by the Weather Bureau when severe winter weather is predicted, and the OEM will then contact DCFS with this information. When severe weather conditions are predicted and shelters are already full, OEM and DCFS will work together to determine if the Red Cross should be asked to open a facility to accommodate unsheltered individuals and families.

Shelter services which operate year round have been included to provide a complete picture of shelters available during the winter months. Clackamas and Washington counties' shelters are listed because they are accessed by people seeking shelter in Multnomah County when Multnomah County shelters are full.

## WEATHER IMPLEMENTATION PHASES

The Winter Response Plan has two phases which reflect the expansion of both shelter spaces and services based upon the severity of weather conditions and the needs of homeless individuals and families. These two phases are:

Phase One      "Winter": Overall shelter capacity is expanded on an ongoing basis during the winter months of November through March.

Phase Two      "Severe Weather": An additional shelter capacity is secured during snow/blizzard/ice weather conditions in facilities and spaces which are not normally used for shelter. Additional services (e.g., food and transportation) also become available, depending on the severity of the weather, and operational status of the City and County services.

Phase two is activated by the Multnomah County Community Services Administrator, or his/her designees, during the winter months under the following severe conditions.

- temperatures are at or below 35 degrees for two or more consecutive days, taking into account wind chill factor; or
- snow conditions exceed or are expected to exceed two inches in depth; or
- other conditions are deemed severe enough to present a substantial threat to the health of homeless persons.

## PARTNERS

The combined collaborative efforts of many public and private entities provides temporary expanded shelter capacity, as well as additional food resources, clothing, blankets and other basic life support services to assist homeless individuals and families when they are most at risk of life threatening exposure. Below is a listing of the principal partners in this community effort.

### City of Portland

Bureau of Housing & Community Development  
Portland Police Bureau

### Multnomah County

Bureau of Emergency Management  
Department of Community and Family Services/Community Action Program Office

### Community/Private Sector

American Red Cross  
Metro Crisis Intervention Services  
Portland Women's Crisis Line  
United Way of the Columbia-Willamette

Ascension Church  
First United Methodist Church  
First Congregational Church  
Pioneer United Methodist  
Reedwood Friends Church  
Sunnyside United Methodist Church

Bradley Angle House  
Harbor House II  
Janus Youth Program  
Mental Health Services West  
Outside-In  
Raphael House  
Portland Rescue Mission  
Salvation Army  
West Women's & Children's Shelter  
YWCA  
Volunteers of America

### Community Service Centers:

Albina Ministerial Alliance  
Friendly House  
Human Solutions  
Neighborhood House  
Portland Impact  
Transition Projects  
YWCA St. Johns

## PROGRAM COMPONENTS

### Homeless Youth

Homeless youth are provided night shelter at three shelters year round. During the winter months (Phase One), the youth capacity will increase from 45 to 60 beds beginning November 1, 1995. The fifteen extra beds will be located at the 1st Congregational Church. Youth will be able to go directly to the shelter at 1126 SW Park between 9pm-10 pm, and will be served on a first come first served basis. Youth who are too ill or infectious to stay in shelters can receive motel vouchers through their case managers.

Year round day shelter for homeless youth is provided Monday through Sunday 9 a.m. to 6 p.m. by Outside In at their drop-in center and seven (7) days a week from 6 p.m. to 9 a.m. by Salvation Army Greenhouse.

Blankets, warm clothing, shoes, etc. are provided by the youth serving agencies. In addition, Streetwise, a program of Outside In, will do outreach to sexual minority homeless youth during severe weather to help them access emergency shelter.

Additional detail of services provided for youth is outlined on pages 18-21 of the Shelter Providers Standard Capacity and Cold Weather Response Information 1995-1996.

### Single Adults

Multnomah County has a number of shelters serving single adults, including the new temporary basic shelter for men and women that is scheduled to open November 25, 1995. Single homeless women who are victims of domestic violence may also access shelter through the domestic violence shelter system (see pages 8-12)

During the winter months (Phase One) shelter space for singles will increase to 453.<sup>1</sup> The additional shelter spaces will be created by some of the current shelters allowing people to come in out of the cold and sleep in chairs or on the floor. During severe weather (Phase Two) additional shelter spaces will be expand to a capacity of 593. Additionally, some shelters will either open their doors early or stay open 24-hours. The goal will be to ensure that all people are protected from the winter elements to prevent health hazards due to extreme cold temperatures.

To prevent injury due to severe weather, Project Respond's VHON (Vulnerable Homeless Outreach Network) coordinator will be responsible for organizing and overseeing a plan of intensive outreach using all available outreach workers. Outreach workers will patrol preassigned areas to assure that persons are not at risk of frostbite and other weather related

---

<sup>1</sup>Phase One shelter capacity for singles will not be available until November 25th when the Temporary Basic Shelter is completed.

complications and will inform and encourage persons to move inside to temporary shelter sites. Project Respond medical staff will be on special alert to respond and assess medical needs. Additional blankets and warm clothes will be distributed.

Additionally TPI's Camper Outreach Program will provide outreach services to homeless individuals living outside, bringing blankets and encouraging people to come inside to one of the shelters. The CHIERS Van will be available to transport homeless individuals to shelter during severe weather.

Homeless singles provider agencies meet regularly with funders to discuss the capacity and needs of the homeless singles population. They will monitor the winter needs of the homeless single population to assess what additional resources are needed to meet the demand. Pages 13-17 outline in detail the shelter and services available during the winter months for single adults.

#### *Clients with Developmental Disabilities*

Homeless clients with developmental disabilities should be referred to the basic shelter system (Temporary Basic Shelter for Singles, Goose Hollow Family Shelter, Ascension Couples Shelter). Multnomah County DD should be contacted the next morning to see if clients are in services or are eligible for services. If case managed or case management eligible clients are inappropriate for continued shelter stay Multnomah County DD will have the option of vouchering them to one of two facilities: Salvation Army Door of Hope or Harbor House II.

Only if the basic shelter system is full should homeless clients with developmental disabilities be referred directly to Multnomah County DD. Case managers in Multnomah County's DD Program will access the Door of Hope and Harbor House II through the Clearinghouse. These facilities are further described on pages 2 and 5. Neither facility is wheelchair accessible; for clients who need wheelchair accessible accommodations the Clearinghouse will work with case managers to make other arrangements.

#### *Families with children*

Families in Multnomah County are primarily provided emergency shelter year round through the Emergency Voucher Program. Community agencies are provided an allocation for voucher funding, and a voucher is available to a family for up to four weeks in a 12-month period. A family is defined as one or more adults with children under the age of eighteen, or a pregnant woman.

During the winter months, shelter resources for families will be expanded by the opening of family shelters operated by churches in conjunction with social service agencies and by an expansion of the emergency voucher system.

The church shelters will provide a safe **nighttime** shelter space for families. Food service at

the shelters varies from a full meal to light snacks. Several social service agencies are the points of intake for families into the church shelters. They also provide additional services to the families that may help them move out of homelessness. Some family shelters have day shelter space linked to them either through the church or the social service agency.

Community Service Centers will also have access to winter vouchers that will enable families to be housed at the Salvation Army's Door of Hope and at the Harbor House II. The Community Service Centers that serve families will be able to access these winter spaces by contacting the Clearinghouse.

For families who have not been able to access shelter by 5 p.m. due to lack of existing resources, Metro Crisis Intervention Services will provide a referral to the Goose Hollow Family Shelter (GHFS- formerly called the First Methodist Family Shelter). The GHFS allows families to stay up to seven days while they work with Friendly House, a community agency, to secure longer-term shelter and/or other remedies to their homelessness. Families will need to show up by 8 p.m. unless prior arrangements are made with the shelter. If families have not shown up by 8 p.m., Metro Crisis will be able to offer these bed spaces to other families at 8:15. If the GHFS shelter is full, a family will be given a one-night motel voucher until they can be seen by a service provider the next day.

A detailed description of available family shelters, services and providers is included on pages 1-6.

### **Couples without Children**

Couples without children will receive nighttime shelter at the Ascension Church Shelter. Human Solutions will be the access point of intake for the couples shelter and will provide case management services to help couples resolve their homelessness. A detailed description of access to couples shelter can be found on page 7.

### **Blankets**

Surplus blankets will be available to shelter providers in late October. Multnomah County Community Action Program Office will be purchasing 5000 blankets from State Surplus to be distributed to shelters and outreach workers.

# WINTER SHELTER PLANS

Multnomah County Emergency Shelter Beds	Population Served	Year Round Capacity	Phase 1: Winter Nov.1-March 1	Phase 2: Severe Weather	Total Capacity
<b>SINGLES</b>					
Portland Rescue Mission	Single men	48 emergency	100	100	248
Salvation Army Harbor Light	Single men & women		60	40	100
Union Gospel	Single adults	no shelter			
Peniel Mission	Single men	25	none		25
TPI	Single adults	90 men 30 women	none		120
Temp Shelter	Single adults	86 men 14 women	none		100
<b>TOTAL:</b>		293	160	140	593

\* Total equals maximum capacity

## WINTER SHELTER PLANS

Multnomah County Emergency Shelter Beds	Population Served	Year Round Capacity	Phase 1- Winter Capacity Nov. 1- March 1	Phase 2: Severe Weather	Total Capacity
<b>FAMILIES</b>					
Ascension	Couples		10 couples-20		20
Bradley Angle	Women & Children	15			15
Goose Hollow Shelter	Men, Women & Children		24 individuals		24
Harbor House II	Men, Women & Children		14-21 ind *		21
Pioneer Methodist	Men, Women & Children		12 & 3 cribs		12
Raphael House	Women & Children	16			16
Reedwood	Men, Women & Children		8 individuals		8
Salvation Army Door of Hope	Women & Children, Developmentally Disabled Women		24-36 ind *		36
Sunnyside	Men, Women & Children		(9 & 1 crib)		---
Volunteers of America		12 (4 families)			12
West Women's & Childrens		15 (9 singles-6)			15
YWCA	Women & children <12	25			25
<b>TOTAL</b>		<b>83</b>	<b>130</b>		<b>204</b>

\* Indicates figures for 2 or 3 persons per room



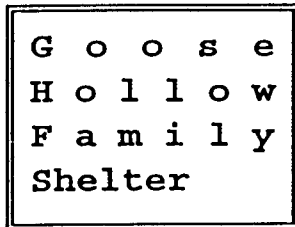
## WINTER SHELTER PLANS

Multnomah County Emergency Shelter	Population Served	Year Round Capacity	Phase 1: Nov. 1 - March 1	Phase 2: Severe Weather	Total Capacity
<b>YOUTH</b>					
Eastside Shelter	Youth	5			
Streetlight	Youth	30			
Emergency Youth Shelter	youth		15		
Harry's Mother	youth	10			
<b>TOTAL</b>		45	15		60

**SHELTER PROVIDERS  
STANDARD CAPACITY/SERVICES AND COLD WEATHER  
RESPONSE INFORMATION  
WINTER 1995-1996**

Prepared by Multnomah County Department of Community and Family Services  
Community Action Program Office

## FAMILIES WITH CHILDREN



*( Formerly called First Methodist Church Shelter)*

### **Families with Children**

Contact Person during Day: Intake worker at Friendly House  
1808 NW Irving

Day Phone Number: 228-4335

**Correction**

Contact Person at Night: **Metro Crisis Service, after 5 pm**

Night Phone Number: 223-6161

### **Standard Capacity/Services**

Shelter Capacity: 24 individuals

Hours of Intake: Friendly House 8:30 am -4 pm  
Metro Crisis 5 pm-8 pm

Cost: None

Type of bedding: Vinyl covered pads

Showers: Yes

Meals: Dinner, breakfast, snacks-no cost

Eligibility: Homeless

Other requirements: Must be screened through Friendly House (day) or Metro Crisis (evening)

Day Use: None

**Cold Weather Expansion: Open only November 1 to March 31st**

<b>Harbor House</b> <b>II</b>
----------------------------------

**Families with Children, Clients  
w/Developmental Disability**

Contact Person during Day: Community Service Center or Multnomah County  
Developmental Disabilities

Day Phone Number: \*Community Service Centers / Mult. Co. DD 248-3658

Contact Person at Night: None

Night Phone Number: None

**Standard Capacity/Services**

Shelter Capacity: 7 rooms/ not to exceed 3 people per room  
Hours of Intake: Business hours Community Service Centers  
8-5 Mult Co DD  
Cost: NA  
Type of bedding: Single rooms/beds  
Showers: Yes  
Meals: Breakfast, community kitchen  
Eligibility: **Homeless families; developmentally disabled clients working with  
Mult. Co. DD**  
Other requirements: The multi-service centers and Mult. Co. DD will access these rooms  
through the Clearinghouse  
Clients need to be at or below 125% of poverty level  
**Facility is not handicapped accessible**  
Day Use: Yes

**Cold Weather Response: Available November 1 - March 31**

**\* See list of Community Service Centers at end of document**

**Pioneer United  
Methodist Church**

**Families with Children**

Contact Person during Day: St. John's YWCA intake person of the day  
8010 N Charleston

Day Phone Number: 721-6760

Contact Person at Night: None

**Correction**

Night Phone Number: None

**Standard Capacity/Services**

Shelter Capacity: 10 beds, 2 cribs  
Hours of Intake: 8 am - 5 pm Monday - Friday  
Cost: None  
Type of bedding: Bunks  
Showers: Yes  
Meals: Hot dinner, breakfast  
Eligibility: Low income, homeless  
Other requirements: Must participate in case management  
Must be alcohol and drug free

Day Use: Yes, St. John's YWCA day shelter- closed Sat & Sun

**Cold Weather Expansion: Shelter open from October 1 to March 31**

<b>Reedwood</b>
-----------------

**Families with Children**

Contact Person during Day: Portland Impact I & R Worker  
4147 SE Division

Day Phone Number: 231-9578 (9 am - 4 pm)

Contact Person at Night: None

Night Phone Number: None

**Standard Capacity/Services**

Shelter Capacity: 8 persons,  
Hours of Intake: 9 am - 4 pm  
Cost: None  
Type of bedding: Bunk beds  
Showers: Yes  
Meals: Dinner, Breakfast - free  
Eligibility: Homeless families  
Other requirements: Must be drug and alcohol free

Day Use: Portland Impact's Day Shelter

**Cold Weather Response:** Open Oct. & Nov.  
Closed Dec.  
Open Jan & Feb

**Salvation Army  
Door of Hope**

**Women & Children, Female Clients with a  
Developmental Disability  
(No Couples)**

Contact Person during Day: Community Service Centers or Multnomah County  
Developmental Disabilities

Day Phone Number: \*Community Service Centers or Mult Co DD -248-3658

Contact Person at Night: None

Night Phone Number: None

**Standard Capacity/Services**

Shelter Capacity: 12 rooms/ not to exceed 3 people per room

Hours of Intake: Business hours Community Service Centers  
8-5 Multnomah Co. DD

Cost: None

Type of bedding: Individual rooms

Showers: Yes

Meals: Breakfast and dinner available at Harbor Light

Eligibility: **Homeless women & children or developmentally disabled  
clients working with Multnomah County DD**

Other requirements: Must be drug & alcohol free- urinalysis or breathalyser tests can be  
requested

No smoking in building

Clients will be asked to sign agreement to abide by in house rules

**Facility is not handicapped accessible**

Day Use: Yes

Cold Weather expansion: Open November 1- March 31

\* See list of Community Service Centers at end of document

**Sunnyside  
Church  
Shelter**

**Families with Children**

*(Further information will follow on opening date)*

Contact Person during Day:

Day Phone Number:

Contact Person at Night:

Night Phone Number:

**Standard Capacity/Services**

Shelter Capacity: 9 persons

Hours of Intake:

Cost: None

Type of bedding: Cots

Showers: Yes

Meals:

Eligibility: Homeless families

Other requirements:

Day Use: None

**Cold Weather Response: To be determined**



## COUPLES WITH OUT CHILDREN

**Ascension  
Church  
Shelter**

### **Couples without Children**

Contact Person during Day: Case Manager on duty at Human Solutions  
2900 SE 122nd

Day Phone Number: 248-5201

Contact Person at Night: None

Night Phone Number: None

#### **Standard Capacity/Services**

Shelter Capacity: 10 couples, no children

Hours of Intake: 8 am - 4 pm

Cost: No cost

Type of bedding: Cots with bedding

Showers: Yes

Meals: Breakfast

Eligibility: **Couples together 6 mo. or more**

Other requirements: No alcohol or drug use on premises.  
Human Solutions screening and intake. Human Solutions is only point of entry.

Day Use: None

**Cold Weather Response: October 16 - March**

**VICTIMS OF DOMESTIC VIOLENCE AND**  
**SINGLE WOMEN WITH CHILDREN**

**Bradley Angle  
House**

**Women & Children, Single Women**

Contact Person during Day: Staff person on duty  
Address Confidential

Day Phone Number: 281-2442

Contact Person at Night: Staff person on duty

Night Phone Number: 281-2442

**Standard Capacity/Services**

Shelter Capacity: 15  
Hours of Intake: 24-hours  
Cost: Sliding scale  
Type of bedding: Dormitory  
Showers: Yes  
Meals: Yes, free  
Eligibility: Victim domestic violence/rape  
Other requirements: No male children over 12 years old  
Must agree to keep address confidential

Day Use: Yes

**Cold Weather Expansion: None**

**Raphael  
House**

**Women & Children, Single Women**

Contact Person during Day: Staff person on duty  
Address Confidential

Day Phone Number: 222-6222

Contact Person at Night: Staff person on duty

Night Phone Number: 222-6222

**Standard Capacity/Services**

Hours of Intake: 24-hours

Shelter Capacity: 15 beds

Cost: None

Type of bedding: Individual bedrooms

Showers: Yes

Meals: Yes, free

Eligibility: Escaping domestic violence or homeless because of domestic violence

Other requirements: No male children over 12 years old

Day Use: Yes

**Cold Weather Response: None**

**Volunteers of  
America**

**Women with Children  
No single Women**

Contact Person during Day: Staff person on duty  
Address Confidential

Day Phone Number: 232-6562

Contact Person at Night: Staff person on duty

Night Phone Number: 232-6562

**Standard Capacity/Services**

Shelter Capacity: 4 families  
Hours of Intake: 24-hours  
Cost: None  
Type of bedding: Family rooms with beds  
Showers: Yes  
Meals: If on AFS 1/3 of food stamps  
Eligibility: Escaping domestic violence or homeless  
Other requirements: No male children over 12 years old

Day Use: Yes

**Cold Weather Expansion: None**

**West Womens &  
Childrens  
Shelter**

**Women w/Children, Single Women**

Contact Person during Day: Intake Specialist on duty

Day Phone Number: 224-7718

Contact Person at Night: Intake Specialist on duty

Night Phone Number: 224-7718

**Standard Capacity/Services**

Shelter Capacity: Emergency Shelter : 9 single women & 2 family spaces

Transitional: 12 single women & 9 family rooms

Hours of Intake: 24-hours

Cost: None

Type of bedding: Emergency Shelter: dormitory/family rooms

Transitional: individual rooms/shared bath & kitchen

Showers: Yes

Meals: Yes, free

Eligibility: Escaping domestic violence or homeless

Other requirements: Phone screening

Must be drug & alcohol free

No males over 12 years old

Day Use: Yes

Cold Weather Expansion: None

**Downtown YWCA**

**Women w/ Children, Single Women**

Contact Person during Day: Staff person on duty at Women's Resource Center  
1111 SW 10th

Day Phone Number: 294-7444

**Correction**

Contact Person at Night: Staff person on duty

Night Phone Number: 294-7444

**Standard Capacity/Services**

Shelter Capacity: 25  
Hours of Intake: 24-hours- After 5:30 domestic violence only  
Cost: None  
Type of bedding: Individual and shared bedrooms  
Showers: Yes  
Meals: None, community kitchen available  
Eligibility: Victim of domestic violence or homeless  
Other requirements:

Day Use: Yes

**Cold Weather Response:** None

## SINGLE ADULTS

**Peniel**

**Single Men**

Contact Person during Day: Pat Davis  
526 SE Grand Ave.

Day Phone Number: 231-9334

Contact Person at Night: Same

Night Phone Number: 231-9334

### **Standard Capacity/Services**

Shelter Capacity: 25 Men  
Hours of Intake: 6:30 pm sign up - Closed Sunday and Wednesday  
Cost: 25 cents per night  
Type of bedding: Mattresses on floor  
Showers: Yes  
Meals: Dinner & Breakfast snack  
Eligibility: Over 18 years old  
Other requirements: Must attend evening service

Day Use: Drop-in center from 10 am to 3 pm Monday-Friday

**Cold Weather expansion: None**

**Portland Rescue  
Mission**

**Single Men**

Contact Person during Day: Chaplain Hall or Mike Teel, Director  
111 W. Burnside

Day Phone Number: 227-0421

Contact Person at Night: Ken White

Night Phone Number: 227-0421

**Standard Capacity/Services**

Shelter Capacity: 48 men emergency shelter  
(32 transitional units for clients in program)  
Hours of Intake: 6 pm on  
Cost: None  
Type of bedding: Bunks/dormitory - residents must wear agency issued pajamas  
Showers: Yes  
Meals: Hot meals, free  
Eligibility: "Needy"  
Other requirements: Must be sober or quiet  
Must attend worship service  
Day Use: None

**Cold Weather Expansion: Winter season (approx. November to March) 100-200 Men and  
10 Women- floor space or chairs only**



**Salvation Army  
Harbor Light**

**Single Men & Women**

Contact Person during Day: Nick Geisch/Dan Adair  
135 W Burnside

Day Phone Number: 239-1259

Contact Person at Night: Staff on duty

Night Phone Number: 239-1259

**Standard Capacity/Services**

Shelter Capacity: 60-100

Hours of Intake: **10 pm**

Cost: None

Type of bedding: Floor space/blankets

Showers: No

Meals: Breakfast & dinner served at Harbor Light

Eligibility: Homeless

Other requirements:

Day Use: None

**Cold Weather Extension: Open November 1 - March 31**

<b>Transition Projects</b>
--------------------------------

**Single Men & Women**

Contact Person during Day: Community Service Center staff  
435 NW Glisan

Day Phone Number: 222-9361

Contact Person at Night: Staff on duty

Night Phone Number: 222-9361

**Standard Capacity/Services**

Shelter Capacity: 90 men, 30 women

Hours of Intake: M-Th 9-4, F-1-4

Cost: None

Type of bedding: Cots/bunks

Showers: Yes

Meals: Evening meal 7 P.M. for shelter residents

Eligibility: Homeless single adults **participating in case management**

Other requirements: Clients must be A&D free

Day Use: Yes - for shelter clients

**Cold Weather Expansion: None**

**Temporary  
Basic  
Shelter**

*(Scheduled open Nov. 25th further  
information will follow)*  
**Single Men & Women**

Contact Person during Day: Staff on duty  
1212 NW 9th

Day Phone Number:

Contact Person at Night: Staff on duty

Night Phone Number:

**Standard Capacity/Services**

Shelter Capacity: 86 men, 14 women Single Men & Women  
Hours of Intake: 24 hours unless full  
Cost: None  
Type of bedding: bunk beds/dormitory  
Showers: Yes  
Meals: None  
Eligibility: Homeless single adults  
Other requirements:

Day Use: Yes

**Cold Weather Expansion: None**

## YOUTH

**East County  
Shelter**

**Youth 13-17**

**Contact Person during Day:** Susan Herrera M-Th, Susan Lundin F

**Day Phone Number:** 654-0025

**Contact Person at Night:** Staff on duty

**Night Phone Number:** 654-0025

### **Standard Capacity/Services**

**Shelter Capacity:** 5 youth placed in scattered site foster homes

**Hours of Intake:** 24 hours, 7 days per week

**Cost:** None

**Type of bedding:** Beds

**Showers:** Yes

**Meals:** 3 meals a day & snack

**Eligibility:** Must meet level 7 eligibility requirements

**Other requirements:** Referrals can be made by youth themselves, youth serving agency,  
parents, or police  
Maximum stay 14 days

**Day Use:** Yes

**Cold Weather Response:** None

**Emergency Youth -  
Shelter**

**Youth 13 through 20**

First Congregational Church  
1126 SW Park

Contact Person during Day: Jerry Fest (Janus Youth Programs)

Day Phone Number: 233-8111/233-9761

Contact Person at Night: Staff on duty

Night Phone Number: 224-5988 (this # for Streetlight- will page Emergency Youth Shelter)

**Standard Capacity/Services**

Shelter Capacity: 15  
Hours of Intake: 9pm-10pm -youth come directly to shelter at 1126 SW Park  
Cost: None  
Type of bedding: Cots  
Showers: No  
Meals: None  
Eligibility: Homeless youth 13-20 years  
Other requirements: **Self referral, first come first served-no reservations**

Day Use: None

**Cold Weather Expansion: Open November 1- March 15**

**Harry's Mother**

**Youth 9-17**

Contact Person during Day: Staff on duty

Day Phone Number: 233-8111

Contact Person at Night: Staff on duty

Night Phone Number: 233-8111

**Standard Capacity/Services**

Shelter Capacity: 10 boys & girls

Hours of Intake: 24 hours, 7 days per week

Cost: None

Type of bedding: Beds

Showers: Yes

Meals: 3 meals per day & snack

Eligibility: Youth between the ages of 9 and 17

Other requirements: Referrals can come from youth themselves, youth serving agencies, schools, parents, or police

**Shelter must obtain parent permission within 72 hours**

Can house youth with a run report

Day Use: Yes

**Cold Weather Expansion: None**

<b>Streetlight Youth Shelter</b>
--------------------------------------

**Youth between 13 through 20**

Contact Person during Day: Kevin Colbert

Day Phone Number: 224-5988

Contact Person at Night: Staff on duty

Night Phone Number: 224-5988 or  
233-8111 (Harry's Mother Crisis Service)

**Standard Capacity/Services**

Shelter Capacity: 30

Hours of Intake: 9-9:30 pm (see below)

Cost: None

Type of bedding: Bunks

Showers: Yes

Meals: Dinner & breakfast

Eligibility: Youth between 13-20 years old

No active run report

Other requirements: **M -F 3pm-6pm:** Reservations made by youth case managers  
**After 9:30 pm:** Crisis reservations made by any youth serving  
Agencies (including police & tri met police)  
**After midnight:** youth may self refer

Youth eligible for 6 crisis night stays per calendar month

Youth in case management may stay 60 days or longer with case manager  
approval

Day Use: None

**Cold Weather Expansion: see Emergency Youth Shelter**

## **SHELTER RESOURCES OUTSIDE MULTNOMAH COUNTY**

**Clackamas  
Domestic  
Violence Shelter**

**Women w/ Children, Single Women**

Contact Person during Day: Staff person on duty  
Address confidential

Day Phone Number: 654-2288

Contact Person at Night: Staff person on duty

Night Phone Number: 654-2288

### **Standard Capacity/Services**

Shelter Capacity: 22  
Hours of Intake: 24 -hours  
Cost: none  
Type of bedding: Rooms/bunks  
Showers: Yes  
Meals: None  
Eligibility: Emergency domestic violence only  
Other requirements: Phone Screen required  
No male children over 12 years old  
Clean and sober (sobriety 2 weeks)

Day Use: Yes

Cold Weather Response: None



**Interfaith  
Outreach  
Services**

**Families & Single Men & Women**

Contact Person during Day: Intake worker of the day

Day Phone Number: 598-0359 Mid November to Mid May

Contact Person at Night: None

Night Phone Number: None

**Standard Capacity/Services**

Shelter Capacity: 14 Individuals

Hours of Intake: 9am-5pm

Cost: None

Type of bedding: Dormitory with mixed population

Showers: Yes

Meals: Dinner & Breakfast

Eligibility: Homeless

Other requirements: Must be drug & alcohol free  
Parent/child Program for Pre-School Children  
Self-sufficiency

Day Use: None

**Cold Weather Expansion: Increased capacity when weather is severe- families, men & women**

Shelter capacity: 25 beds (if severe weather may increase further)

Hours of intake: 9am-5pm or show up at 6:30 pm at 8777 SW Burnham (City of Tigard Water Building), Tigard

Type of bedding: Cots- need bring blanket or sleeping bag

**Washington  
County Family  
Shelter**

**Families with Children & Single Women  
Couples w/o children if space permits**

Contact Person during Day: Staff person on duty

Day Phone Number: 648-0829

Contact Person at Night: Staff person on duty

Night Phone Number: 648-0829

**Standard Capacity/Services**

Shelter Capacity: Approximately 23 individuals

Hours of Intake: 24 hours

Cost: None

Type of bedding: Rooms

Showers: Yes

Meals: Yes, community kitchen

Eligibility: Homeless

Other requirements: Pre-screening by phone

Day Use: Yes

**Cold Weather Expansion: None**

## **COMMUNITY SERVICE CENTERS FOR FAMILIES**

### **NORTHEAST COMMUNITY SERVICE CENTER**

Albina Ministerial Alliance  
PO box 11243  
Portland, Or 97211

**285-0493**

### **NORTHWEST COMMUNITY SERVICE CENTER**

Friendly House  
Emergency Services  
1808 NW Irving  
Portland, OR 97210

**228-4335**

### **OUTER EAST COMMUNITY SERVICE CENTER**

Human Solutions  
2900 SE 122nd  
Portland, OR 97236

**248-5200**

### **SOUTHWEST COMMUNITY SERVICE CENTER**

Neighborhood House  
7780 SW Capitol Hwy  
Portland, OR 97219

**246-1663**

### **SOUTHEAST COMMUNITY SERVICE CENTER**

Portland Impact  
Community Resource Center  
4147 Se Division  
Portland, OR 97202

**231-9578**

### **NORTH COMMUNITY SERVICE CENTER**

YWCA St. Johns  
8010 N Charleston  
Portland, OR 97203

**721-6760 ext. 3069**

Meeting Date: **NOV 07 1995**  
Agenda No. : B-2

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

**AGENDA PLACEMENT FORM**

**SUBJECT:** A Strategic Approach to County Communications: Issues and Opportunities

**BOARD BRIEFING:**            Date Requested: November 7, 1995  
                                 Amount of Time Needed: one hour

**REGULAR MEETING:**        Date Requested:  
                                 Amount of Time Needed:

**DEPARTMENT:** Non-Departmental

**DIVISION:** Chair's Office

**CONTACT:** Rhys Scholes

**TELEPHONE:** 248-3928  
**BLDG/ROOM:** 106/1515

**PERSON(S) MAKING PRESENTATION:** Rhys Scholes

**ACTION REQUESTED:**

☒ INFORMATIONAL ONLY    ☐ POLICY DIRECTION    ☐ APPROVAL    ☐ OTHER

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

Overview of County communication needs and selected priority projects.

**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

CLERK OF  
COUNTY CLERK'S  
OFFICE  
1995 NOV - 2 PM 12:02  
MULTNOMAH COUNTY  
OREGON

---

# MEMORANDUM

---

**DATE:** November 2, 1995  
**TO:** Board of County Commissioners  
**FROM:** Rhys Scholes  
**RE:** Briefing on November 7

On November 7 I will be discussing county communication issues with you. The purpose of this memo is to preview that discussion .

Multnomah County has not had a comprehensive communication program in recent history. There are good reasons, I believe, why we shouldn't attempt to start one. At the same time, we have needs that must be met and opportunities which should be considered.

Citizen's are justifiably skeptical of government public relations. Efforts that we might undertake to "make ourselves look good" are likely to backfire. I will present an alternative to the classic public relations model. Our focus, I believe, should be on the identified and identifiable specific needs of specific groups of citizens for information. I will argue that very new and very old technologies offer the most cost-effective avenues for this communication.

Internal communications are also a concern. In the County's history there have been at least two different county newsletters. Both were ended by the Board in budget-cutting decisions. New technologies may soon allow us to gain more county-wide communication at a very low cost.

Finally, I will share information on several specific projects which are now underway or will begin soon. These include our World Wide Web efforts, a speaker's bureau and a proposal for cooperation on direct mail communication.

I hope this briefing will serve as a first step in a continuing dialogue about improving Multnomah County communications.

---

# County Communications

a strategic approach

1

## County Communications

---

- Overview
- The 1995 Communication Context
- Audiences and Actions
- Selected Tools
- Future Developments

2

## Why This Briefing?

---

- Started out as part of the retreat:  
vision for the future of the county
- Communication does not have an  
“organizational home” in the county
- There are new developments and new  
resources
- We need to get the discussion started

3

## Why Communicate?

---

- Communication is critical to achieving  
benchmarks
- Communication can help build  
partnerships for achieving benchmarks
- Communication can enhance  
accountability and confidence in govt.
- Communication builds community  
involvement

4

---

---

## **Warning:**

The most important communications tool is good customer service. This presentation is about supplementary tools.

5

## Obstacles to Effective County Communication

---

---

- Cynicism...mistrust of government
- Polarization
- Information overload
- Vulnerability to budget cuts
- Increased media competition

6



## Impact of Increased News Media Competition

---

- News conferences don't get coverage any more
- Sensationalism is emphasized
- Information is over simplified and reduced to tiny pieces
- News and entertainment have merged
- Conflict, character and plot are emphasized

7

## General Strategies for Overcoming Obstacles

---

- Develop "unmediated" communication tools
- Utilize person to person communication
- Emphasize interactive communication
- Use methods that maximize convenience for the audience
- Use cost-effective tools

8

## Some Audiences

---

Managers  
Employees  
Families of Employees  
Employees of Contractors  
Consumers of Services  
Members of Advocacy Groups  
Leaders of Community Groups  
Members of Community Groups  
Taxpayers  
Newspaper Readers  
Voters  
Criminals

9

## Some Actions

---

Work Better  
Pass the Word  
Work Toward Benchmark Goals  
Volunteer  
Vote  
Avoid Unhealthy Practices  
Avoid Illegal Practices  
Have Positive Attitude Toward  
Future Actions

10

## Some Good Tools We Are Using Now

---

- Benchmark Forums
- Columns by Commissioners
- Some Internal Newsletters
- Some External Newsletters
- World Wide Web Pages

11

## Some Tools That Are Under Development

---

- Speakers Bureau
- Expanded Small Media Contact
- Improved WWW System
- Advanced Mailing Lists
- Focused Major Media Contacts
- Train More Employees

12

## Speakers Bureau

---

- Target Community Groups
- Identify High-Demand Topics
- Recruit & Train Diverse Speakers
- Offer Tours and Open Houses
- Stress Interactive Communication
- Promote Collaboration on Benchmarks

13

## Expanded Small Media Contact

---

- Neighborhood, ethnic and specialized newspapers need good copy
- Organizational newsletters need information about target programs
- This communication is less "mediated"
- We have proven success
- It is easy and cost-effective to do more

14

## Expanded WWW System

---

- Library is providing leadership
- Regional cooperation growing: RITNet
- Unmediated communication with multiple levels of detail
- Available 24 hours a day
- Possible strategy for improved access: Information Agents

15

## Advanced Mailing Lists

---

- Imagine the "Most Involved 10,000" people in Multnomah County
- Target specific issue interests
- Add people as they identify themselves and their interests
- Combine Email, FAX and USPS
- Maximize cooperation and coordination

16

## Focus Major Media Contacts

---

- Match County staff with Oregonian teams
- Work the connections to high profile media happenings
- Serve unique needs of radio and medium sized newspapers
- Don't waste a lot of time on news conferences

17

## Train More Employees

---

- Clarify roles and responsibilities where needed
- Build mutual support and cooperation
- Identify and meet training needs
- Do advance planning for predictable events likely to interest media
- Expand thinking about communication

18

## Future Developments

---

- WAN will enable vastly expanded internal communications
- Electronic communications can improve collaborations (listserves et. al.)
- Commerce will drive development of on-line communication
- 500 channel interactive cable may offer new possibilities

19