

# Metro | *Agenda*

**Meeting:** Metro Council Work Session  
**Date:** Tuesday, May 24, 2016  
**Time:** 2:00 p.m.  
**Place:** Metro Regional Center, Council Chamber

---

## **CALL TO ORDER AND ROLL CALL**

**2:00 PM 1. CHIEF OPERATING OFFICER COMMUNICATION**

**2:10 PM 2. UPDATE ON URBAN GROWTH READINESS  
TASK FORCE DISCUSSIONS** **Council President Hughes, Metro  
Councilor Chase, Metro  
Councilor Collette, Metro**

**3:10 PM 3. COUNCILOR LIASON UPDATES AND COUNCIL  
COMMUNICATION**

**ADJOURN**

# Metro respects civil rights

Metro fully complies with Title VI of the Civil Rights Act of 1964 and related statutes that ban discrimination. If any person believes they have been discriminated against regarding the receipt of benefits or services because of race, color, national origin, sex, age or disability, they have the right to file a complaint with Metro. For information on Metro's civil rights program, or to obtain a discrimination complaint form, visit [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights) or call 503-797-1536. Metro provides services or accommodations upon request to persons with disabilities and people who need an interpreter at public meetings. If you need a sign language interpreter, communication aid or language assistance, call 503-797-1890 or TDD/TTY 503-797-1804 (8 a.m. to 5 p.m. weekdays) 5 business days before the meeting. All Metro meetings are wheelchair accessible. For up-to-date public transportation information, visit TriMet's website at [www.trimet.org](http://www.trimet.org).

## Thông báo về sự Metro không kỳ thị của

Metro tôn trọng dân quyền. Muốn biết thêm thông tin về chương trình dân quyền của Metro, hoặc muốn lấy đơn khiếu nại về sự kỳ thị, xin xem trong [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). Nếu quý vị cần thông dịch viên ra dấu bằng tay, trợ giúp về tiếp xúc hay ngôn ngữ, xin gọi số 503-797-1890 (từ 8 giờ sáng đến 5 giờ chiều vào những ngày thường) trước buổi họp 5 ngày làm việc.

## Повідомлення Metro про заборону дискримінації

Metro з повагою ставиться до громадянських прав. Для отримання інформації про програму Metro із захисту громадянських прав або форми скарги про дискримінацію відвідайте сайт [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights) або Якщо вам потрібен перекладач на зборах, для задоволення вашого запиту зателефонуйте за номером 503-797-1890 з 8.00 до 17.00 у робочі дні за п'ять робочих днів до зборів.

## Metro 的不歧视公告

尊重民權。欲瞭解Metro民權計畫的詳情，或獲取歧視投訴表，請瀏覽網站 [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights)。如果您需要口譯方可參加公共會議，請在會議召開前5個營業日撥打503-797-1890（工作日上午8點至下午5點），以便我們滿足您的要求。

## Ogeysiiska takooris la'aanta ee Metro

Metro waxay ixtiraamtaa xuquuqda madaniga. Si aad u heshid macluumaad ku saabsan barnaamijka xuquuqda madaniga ee Metro, ama aad u heshid warqadda ka cabashada takoorista, booqo [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). Haddii aad u baahan tahay turjubaan si aad uga qaybqaadatid kullamada dadweyne, wac 503-797-1890 (8 gallinka hore illaa 5 gallinka dambe maalmaha shaqada) shan maalmo shaqa ka hor kullanka si loo tixgaliyo codsashadaada.

## Metro의 차별 금지 관련 통지서

Metro의 시민권 프로그램에 대한 정보 또는 차별 항의서 양식을 얻으려면, 또는 차별에 대한 불만을 신고 할 수 [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). 당신의 언어 지원이 필요한 경우, 회의에 앞서 5 영업일 (오후 5시 주중에 오전 8시) 503-797-1890를 호출합니다.

## Metroの差別禁止通知

Metroでは公民権を尊重しています。Metroの公民権プログラムに関する情報について、または差別苦情フォームを入手するには、[www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights)。までお電話ください公開会議で言語通訳を必要とされる方は、Metroがご要請に対応できるよう、公開会議の5営業日前までに503-797-1890（平日午前8時～午後5時）までお電話ください。

## សេចក្តីជូនដំណឹងអំពីការមិនរើសអើងរបស់ Metro

ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានក្បួនលំអររើសអើងសូមចូលទស្សនាការប្រកាស [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights)។  
បើលោកអ្នកត្រូវការការបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1890 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ ថ្ងៃធ្វើការ មុនថ្ងៃប្រជុំដើម្បីអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

## إشعار بعدم التمييز من Metro

تحتزم Metro الحقوق المدنية. للمزيد من المعلومات حول برنامج Metro للحقوق المدنية أو لإبداء شكوى ضد التمييز، يرجى زيارة الموقع الإلكتروني [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). إن كنت بحاجة إلى مساعدة في اللغة، يجب عليك الاتصال مقدماً برقم الهاتف 503-797-1890 (من الساعة 8 صباحاً حتى الساعة 5 مساءً، أيام الاثنين إلى الجمعة) قبل خمسة (5) أيام عمل من موعد الاجتماع.

## Paunawa ng Metro sa kawalan ng diskriminasyon

Iginagalang ng Metro ang mga karapatang sibil. Para sa impormasyon tungkol sa programa ng Metro sa mga karapatang sibil, o upang makakuha ng porma ng reklamo sa diskriminasyon, bisitahin ang [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). Kung kailangan ninyo ng interpreter ng wika sa isang pampublikong pulong, tumawag sa 503-797-1890 (8 a.m. hanggang 5 p.m. Lunes hanggang Biyernes) lima araw ng trabaho bago ang pulong upang mapagbigyan ang inyong kahilingan. Notificación de no discriminación de Metro.

## Notificación de no discriminación de Metro

Metro respeta los derechos civiles. Para obtener información sobre el programa de derechos civiles de Metro o para obtener un formulario de reclamo por discriminación, ingrese a [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). Si necesita asistencia con el idioma, llame al 503-797-1890 (de 8:00 a. m. a 5:00 p. m. los días de semana) 5 días laborales antes de la asamblea.

## Уведомление о недопущении дискриминации от Metro

Metro уважает гражданские права. Узнать о программе Metro по соблюдению гражданских прав и получить форму жалобы о дискриминации можно на веб-сайте [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). Если вам нужен переводчик на общественном собрании, оставьте свой запрос, позвонив по номеру 503-797-1890 в рабочие дни с 8:00 до 17:00 и за пять рабочих дней до даты собрания.

## Avizul Metro privind nediscriminarea

Metro respectă drepturile civile. Pentru informații cu privire la programul Metro pentru drepturi civile sau pentru a obține un formular de reclamație împotriva discriminării, vizitați [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). Dacă aveți nevoie de un interpret de limbă la o ședință publică, sunați la 503-797-1890 (între orele 8 și 5, în timpul zilelor lucrătoare) cu cinci zile lucrătoare înainte de ședință, pentru a putea să vă răspunde în mod favorabil la cerere.

## Metro txoj kev ntxub ntxaug daim ntawv ceeb toom

Metro tributes cai. Rau cov lus qhia txog Metro txoj cai kev pab, los yog kom sau ib daim ntawv tsis txaus siab, mus saib [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). Yog hais tias koj xav tau lus kev pab, hu rau 503-797-1890 (8 teev sawv ntxov txog 5 teev tsaus ntuj weekdays) 5 hnub ua hauj lw m ua ntej ntawm lub rooj sib tham.



Agenda Item No. 2.0

**UPDATE ON URBAN GROWTH READINESS TASK FORCE  
DISCUSSIONS**

Metro Council Work Session  
Tuesday, May 24, 2016  
Metro Regional Center, Council Chamber

**METRO COUNCIL**

**Work Session Worksheet**

**PRESENTATION DATE:** May 24, 2016

**LENGTH:** one hour

**PRESENTATION TITLE:** Update on Urban Growth Readiness Task Force Discussions

**DEPARTMENT:** Council office

**PRESENTER(S):** Council President Hughes  
Councilor Chase  
Councilor Collette

**WORK SESSION PURPOSE & DESIRED OUTCOMES**

Purpose:

Council has an opportunity to discuss the first meeting of the urban growth management task force.

Outcome:

- Council President Hughes, Councilor Collette and Councilor Chase brief their colleagues on discussions at the task force's first meeting.
- Council has the opportunity to provide its liaisons with additional feedback on the Council's interests related to this task force.

**TOPIC BACKGROUND & FRAMING THE WORK SESSION DISCUSSION**

When the Metro Council made its most recent urban growth management decision in November 2015, the Council indicated its intent to convene partners to discuss possible improvements to the region's process for managing residential growth. Staff returned to a February 2, 2016 work session with a proposed work program, which is now being implemented per Council direction. That work program includes convening a task force, which holds its first meeting on May 20, 2016. Council President Hughes is chairing the task force, with Councilor Collette and Councilor Chase also serving as liaisons. The next task force meeting is scheduled for June 22, 2016.

**QUESTIONS FOR COUNCIL CONSIDERATION**

- Does Council wish to provide its liaisons with any direction related to the task force's upcoming discussions?

**PACKET MATERIALS**

- Would legislation be required for Council action Yes No
- If yes, is draft legislation attached? Yes No
- What other materials are you presenting today?
  - Draft discussion framework

# Exploring possible improvements to the region's urban growth management process

Draft framework for discussions in 2016

---

## **Proposal for improvements to the region's residential urban growth management process**

Acknowledgment of urban and rural reserves – when complete – will represent an important milestone for our region and can change the way we manage growth going forward. Unlike the past, we will have already decided where to grow for the next several decades. With the debate about the region's potential urban footprint settled, we could refocus dialogue on the ingredients needed to get housing built (including city governance, infrastructure finance and market feasibility). The Metro Council has indicated its willingness to explore alternative paths for regional consideration of modest (to be defined) UGB expansion requests for housing<sup>1</sup>.

## **Proposed problem statement**

Currently, the Metro Council is unable to act on city requests for small residential urban growth boundary (UGB) expansions unless there is a quantified 20-year regional need for more land. The Metro Council believes that there are other compelling reasons to consider modest expansions into urban reserves when there is a city that can govern and finance the area and that is also making progress on creating jobs and housing in target areas.

## **Core values and concepts guiding this process**

The following core values and concepts frame the Metro Council's interests in policy discussions:

- Consistent with Oregon's land use planning program, locally-adopted community plans and the public's core values, cities and counties are planning for most housing growth to occur in existing downtowns, main streets, corridors and station communities.
- Carefully made residential UGB expansions into acknowledged urban reserves are another source of future growth, are consistent with the 2040 Growth Concept, and can support its implementation.
- Acknowledged urban reserves represent the maximum residential urban footprint for the region through the year 2060. Consistent with existing law, urban reserves will be revisited in 2031.
- Rural reserves will remain off limits to urban development through at least the year 2060.
- As previous growth management discussions illustrate, identifying a regional need for residential UGB expansions, as required under existing state law, includes both policy and technical elements.
- UGB expansion requests made by cities will be considered in a regional dialogue, with recommendations made by the Metro Policy Advisory Committee (MPAC) and decisions made by the Metro Council.

---

<sup>1</sup> Under existing state law and Metro policies and code, Metro already has a fair amount of discretion regarding urban growth management decisions for employment uses, including a fast-track UGB expansion process for large industrial sites that the Council adopted in 2010.

- UGB expansions into urban reserves will be considered based on the practical outcomes that they could produce for the region and requesting city. Policymakers will consider factors addressing topics such as governance, finance, market, housing choice, affordability, and how to best achieve development in centers, corridors, main streets and station communities.
- Metro will continue to improve data and forecasting tools used for mandated growth analysis, design ways for those tools to better inform the planning process as it evolves, and meaningfully engage stakeholders in those technical efforts.

**Proposed discussion topics**

In its initial conversations about this concept, the Metro Council suggested consideration of the following topics, which can happen after agreement on the problem statement:

- Consider placing limits on:
  - The size of individual UGB expansion requests (to remain true to the purpose of this concept, providing an alternative path for “modest” UGB expansions).
  - The cumulative size of UGB expansions made over a to-be-defined planning period.
- Consider requiring that cities requesting UGB expansions demonstrate:
  - That governance, infrastructure finance, and market conditions will result in housing development in a requested UGB expansion area.
  - That the city has taken actions to increase housing choices and affordability in its jurisdiction.
  - That requested UGB expansions would support regional and local goals.

**Engagement framework**

Beginning in spring 2016, Council President Hughes will convene a regional discussion with a task force that includes Metro councilors, mayors and key stakeholders. The Metro Council will have periodic work sessions to discuss concepts that are emerging in the task force with the intent of clarifying Metro’s position when needed. Likewise, MPAC would be given periodic updates on task force discussions. MTAC would serve as a technical resource when needed. The proposed sequence for discussions is as follows:

<b>Time period</b>	<b>Topic or action</b>
2 <sup>nd</sup> quarter 2016	Agreement on problem statement
2 <sup>nd</sup> – 3 <sup>rd</sup> quarter 2016	Discussion of possible mechanisms for addressing the problem statement
3 <sup>rd</sup> quarter 2016	Task force recommendation to MPAC on process improvements
4 <sup>th</sup> quarter 2016	MPAC recommendation to Council on next steps
4 <sup>th</sup> quarter 2016	Metro Council direction to staff on next steps

Materials following this page were distributed at the meeting.

## THE HAVEN FOR HOPE MODEL

In 2007, San Antonio leaders from the public and private sector came together in an agreement that more comprehensive services needed to be coordinated for the homeless and marginalized in the community, to include public and private sector leadership and funding. To that end, a task force was formed to travel the country for 12 months, visiting facilities across the United States to ask two defining questions: What has worked in your facility and what has not? Information was collected and within 12 months, a new and different vision of homeless transformational services was born. Through data collected, the following facts become clear:

- 1) **A campus was needed with various forms of residential units** to be able to support the diverse set of presenting conditions and trauma. For example, some people could integrate back into community with only minimal support, while others would need several months.
- 2) **A coordinating social service agency** that could connect all the services together toward one collective effort, while maintaining their traditional network, was required to meet the needs of people experiencing homelessness. Sixty-to-ninety distributed nonprofit programs won't work to truly transform a life.
- 3) **More specialized support was needed for the chronic homeless.** Without extended time to address the root causes of their homelessness, clients with severe needs and longer histories of homelessness would recycle back into the "system", stagnating their progress and not allowing people to exit homeless services and shelter systems.
- 4) **Co-location of social services was essential.** People could not travel across great distances on an ongoing basis to receive services and be successful in their transformation process.
- 5) **Dignity in service was imperative.** Services need to be delivered in a way that conveyed the dignity and integrity of the client.
- 6) **Everything done on the campus** needed to be focused on helping **individuals and families re-integrate into the community successfully.** The key was to address root causes on a campus setting while avoiding any enablement or institutionalization. The initial care plan always included a successful exit strategy.
- 7) **Coordinated coexistence** of homeless facilities is possible, even necessary, to encompass a distributed network where possible and a central campus when necessary for deep, multi-service delivery.

### The Creation of a New Homeless Campus for Homeless Transformation



The physical and programmatic creation of the Haven for Hope Campus required three years of concentrated effort, procuring 22 acres of old warehouse land on the near west side of downtown San Antonio, raising \$115 million to build and initially fund the Campus, the solicitation and partnering with 81 nonprofits in the San Antonio area and the development of programming and operational plans for the Campus, managed by a public benefit non-profit.

22 acres – 15 buildings – over 500,000 sq. ft. of building space



After three years, Haven for Hope opened its doors to the homeless of San Antonio.

### The Haven for Hope programming model

- Recovery Oriented System of Care
- Individualized Care Plans
- Intensive and Coordinated Case Management
- Education/Vocational Training
- Physical and Mental Health Care
- Pre-school
- Disability/Senior Services
- Spiritual Services
- In-House Recovery Program (Substance Abuse Treatment)
- Aftercare Services



### Many Doors to Enter the Haven Campus

Often, homeless shelters have a one-way in, one-way out form of care. The Haven for Hope model believes there are many opportunities to enter the Campus and many ways to move through the system. To help determine which programs and services are the best fit, Haven for Hope developed a coordinated intake and assessment process that connects people to the pathway most likely to help them overcome their current situation. Some of the programs include:



**Entering into Prospects Courtyard:** Safe outdoor sleeping for those who choose not to be a part of programs on the Campus but require a venue for safe sleeping with dignity. The Courtyard includes three hot meals a day, showers, laundry and limited case management. Outreach workers work with guests of the Courtyard to attempt to move them into programming on the Campus. The following results have been achieved in the Courtyard.

- Sleeps between 600-650/night
- Over six years, hundreds have transitioned to the Campus.
- Over 3,400 have received Sobering Services
- Over 500,000 meals have been served by St. Vincent de Paul

**Entering through the Campus:** People coming to Haven for Hope that are interested in transformational services are welcome to be a member of Haven for Hope Campus. The Haven Campus has 830 beds. There are many programs on Campus that members can join depending on their individual needs:

- Transformational Campus - Here members work with case managers to move toward a self-sufficient life off Campus.
- In-House Patient Recovery - Members entering Campus with addiction disorders are placed in a 90-day, on-Campus recovery program.
- The Wellness Dorm provides highly specialized mental health care for chronically homeless individuals that need care to stabilize their situation and eventually move into supportive permanent housing. It is a 60-90 day program.



**Entering the Campus through The Terraces at Haven for Hope:**

The Terraces at Haven for Hope are 140 units of affordable housing (studio to three bedroom apartments) located just outside the Haven for Hope gates. These units are used by people coming to Haven for Hope that currently have jobs or have the skills to find a job, as well as for Campus members who are ready to graduate to life off of the Haven Campus.

**Haven for Hope and Organizational Partnerships**

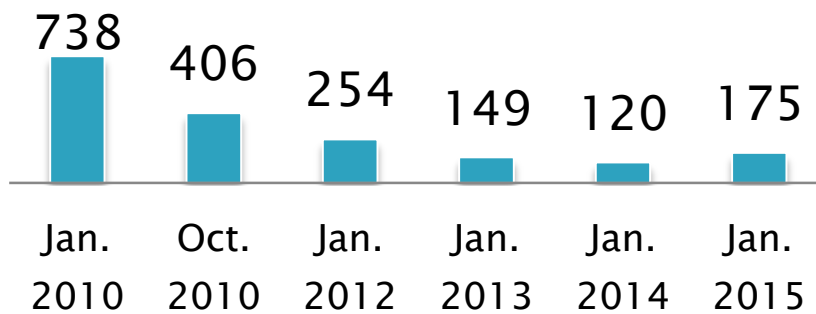
The overall philosophy of Haven for Hope is that partnerships are integral to the fiscal and programmatic success of the Campus. To that end, choosing partners that are known to have best or promising practices that could aide in the transformative process of the members is imperative. The original envisioning process for Haven for Hope included extensive work in determining what partners and services were needed for the clients to be served. Haven for Hope currently has a total of 82 Partners (both On-Campus & Community Partners) There are 35 current Partners on site that each pay common area maintenance (CAM) fees. Haven for Hope itself serves as the oversight organization and also provides the following services on Campus:



- Security Services
- Administration
- Dorm monitoring
- Case Management and Aftercare
- Janitorial and Maintenance
- IT and HMIS
- Fundraising Support
- Best practices training

**The Haven for Hope Model’s Success lies in its numbers:**

- 2,700 people have graduated and are now living in permanent housing. Of those 2,700 placements, 90% remained housed 1 year later.
- Over 1,400 job placements since opening.
- Jobs created: 177 new jobs created by Haven for Hope & 150 new jobs created by Partner agencies.
- Since opening, the County jail has consistently had 800 open beds nightly.
- The Restoration Center, built by Haven for \$6.1 million, provided over 35,000 detoxification, sobering, and medical services resulting in \$50 million in documented cost avoidance in its first five years of operation.
- Over 40,000 individuals received quality medical, dental and vision care annually. The value of services provided is over \$15.7 million in first 3 years of operation.
- The downtown homeless count in San Antonio has decreased by 80% as of 2016.



**San Antonio Homeless Point in Time Count Downtown Count**

**What can Portland Learn from the Haven for Hope Model?**

- Careful discovery of the issues and needs as well as the historical efforts of the County and City are essential to create an up-dated plan that makes a sustained impact.
- Coordinating the efforts of the majority of the stakeholders interested in affecting the lives of people experiencing homelessness is essential to have a greater collective impact.
- Co-location of services, while maintaining a distributed network, provides fertile ground for collaboration and efficiencies and to dive deeply into problem-solving for individuals in need.
- A partnership between public and private funders is critical to create a sustainable solution.
- San Antonio and Portland have very similar size homeless populations, but very different cultures. Portland would need to adapt the critical success elements from Haven for Hope to the unique assets of their community, as appropriate.

**Appendix:**

1. Dying alone: A jail Inmate’s health spiraled for seven days and no one stopped it  
[http://www.oregonlive.com/washingtoncounty/index.ssf/2016/04/dying\\_alone\\_a\\_jail\\_inmates\\_he.html](http://www.oregonlive.com/washingtoncounty/index.ssf/2016/04/dying_alone_a_jail_inmates_he.html)