



METRO

Meeting: **FUTURE VISION COMMISSION**
Date: January 10, 1993~~4~~
Day: Monday
Time: 4:00 p.m. - 5:45 p.m.* *note short meeting*
Place: Metro, Room 370

Approximate
Time
5 minutes

1. CALL TO ORDER
2. ROLL CALL
3. PUBLIC COMMENT (*two minute limit, please*)
4. MINUTES
Approval of December 20, 1993 Minutes
5. ENVIRONMENTAL COMMENTORS
6. OTHER BUSINESS
Review of Drafting Progress
7. PUBLIC COMMENT on Items not on the Agenda

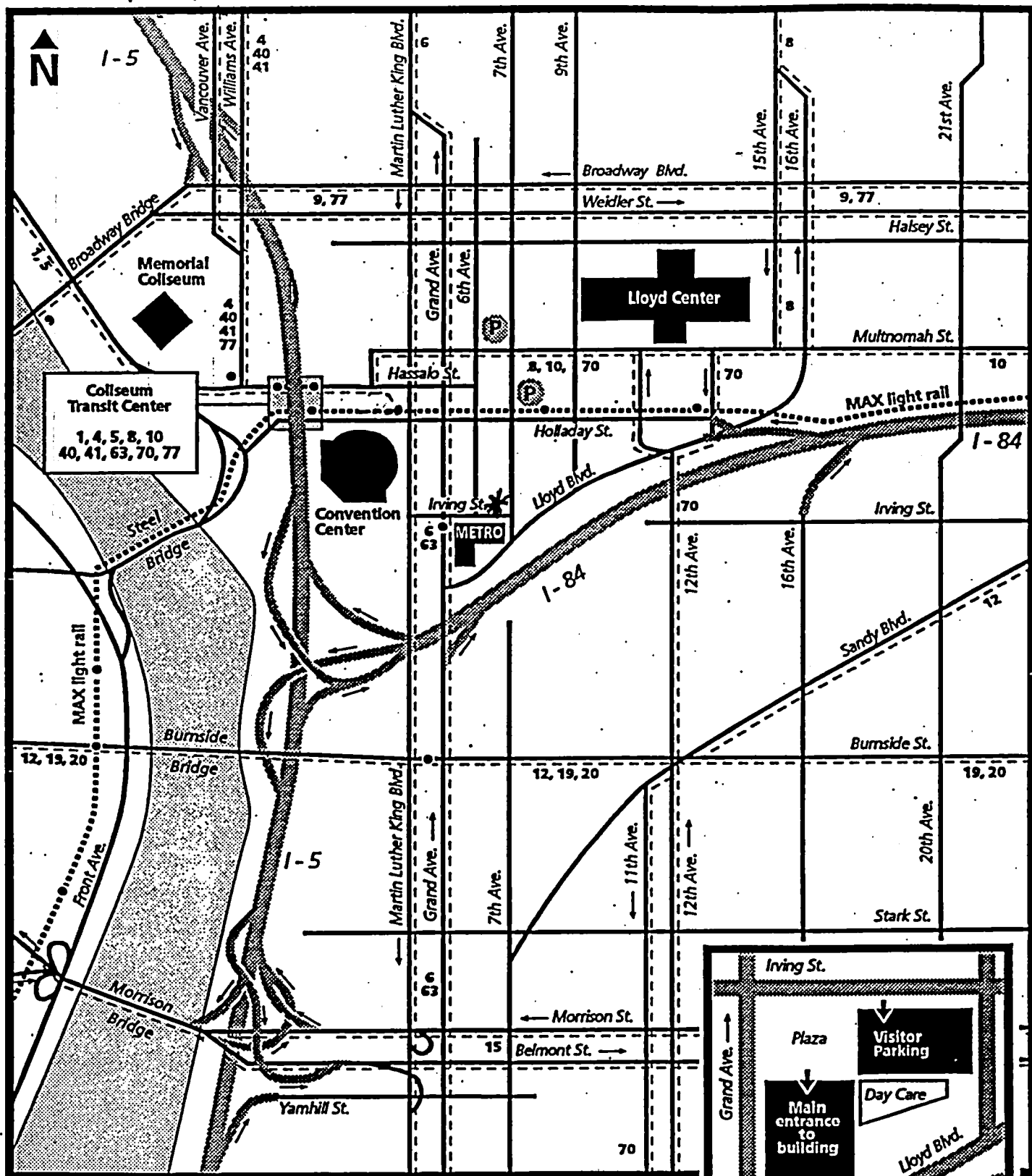
85 minutes

10 minutes

5 minutes

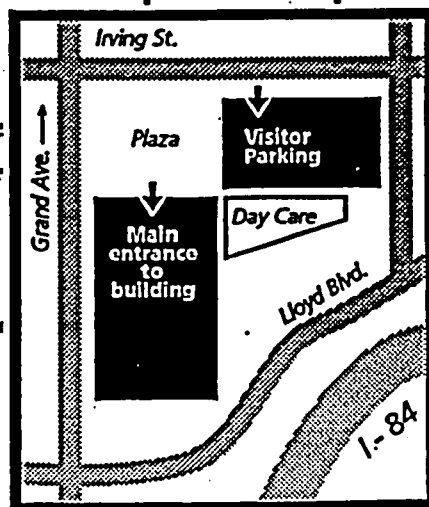
Other materials in packet:
Information provided by Mike Houck

Please R.S.V.P. to Barbara Duncan at 797-1750
by January 7th if you are unable to attend



Legend

- = bus route
- 70 = bus number
- = street
- Ⓟ = public parking; \$2 half day, \$4 full day
- ▬▬▬ = freeway
- = max
- = bus/max stop



Enter Metro visitor parking from Irving Street (time limit 4 hours per visit). Enter Metro Regional Headquarters from the plaza.

FUTURE VISION COMMISSION

Meeting Summary, December 20, 1993

Members in attendance: Len Freiser, Chair; Judy Davis, Mike Gates, Mike Houck, Wayne Lei, Peggy Lynch, Peter McDonald, Susan McLain, John Magnano, Ted Spence, Fred Stewart and Robert Textor.

Others in attendance: Karen Buehrig, Barbara Duncan, Ken Gervais, Ethan Seltzer and Larry Shaw.

I. Call to Order and Roll Call

The meeting was called to order at 4:15 by Chair Freiser and a quorum was declared.

II. Public Comment

Bob Textor introduced guests Steve Pettit and Dr. Tony Salvadori.

III. Minutes

Minutes of the December 6 meeting were corrected to reflect the following change from Larry Shaw:

Page 3, paragraph 5, "Dan Cooper stated that the Greenspaces program campaign only sent out information that the Circuit Court judge ~~County Elections Officer~~ had certified as objective informational-

Peter McDonald corrected his name as McDonald not MacDonald.

Glencoe High School was the site of the student congress, not Lake Oswego High.

IV. Drafts Discussion

Len Freiser stated that Robert Liberty will be crafting the subcommittee drafts and the notes from today's meeting into a first draft of the vision document. This will be completed in January.

Peggy Lynch and Bob Textor stated concern that Robert Liberty was absent for this meeting and would not hear the comments.

Chair Freiser stated that from the notes and tape of this meeting, he should be able to craft a draft.

Mike Houck asked that at a future meeting there be time for feedback from staff on how the public reacted to the Regional Design Images workshops.

(The following are from Ethan's notes)

SENSE OF PLACE DRAFT

Ted - there are several ways to present the vision. We can talk about what we'll lose or gain, or we can simply focus on what we want. In any event, he hopes that we will still present the vision "through the eyes of a child" as has been discussed in the past. So far, the sense of place statement doesn't say what we want but only what might be gained or lost relative to today.

Mike - yes, it goes back and forth.

Peggy - she is disturbed that the paper leaves people out. It is focused on the environment and doesn't acknowledge that people and social relations are a big part of what makes a place.

Judy - the paper leaves out significant events, like Rose Festival, that are a big part of sense of place. There needs to be more of a sense of people inhabiting the place. The style of this paper should focus on what we want. Once we have a statement of what we want we can then assess probably versus desired futures in a later step.

Ted - keep in mind the issues and ideas from our sense of place discussion as recorded on the flip charts.

Peggy - this paper has a traditional land use and transportation focus but our vision needs to be broader.

Judy - icons have been left out, like, for example, the view of Mount Hood. The paper needs regional and local, especially suburban icons.

Bob - over a 50-year period there can be new icons. The convention center towers, for example, have become a new icon for our region. We are free to imagine new icons or features to be built, and we should remember that icons are both natural and manmade.

Mike - there is a new poster of buildings in downtown, and we should do one for the region.

Peggy - there is now a jigsaw puzzle of Portland and we should do one for the region, too.

Bob - we should be careful about being concrete when what we ought to envision is creativity. Lets save concrete mention of icons for a few lexamples that capture imagination, like a lovely footbridge across the Willamette.

Peggy - people are key. Beaverton good neighbor days, the City Hall green for public events, the Tigard Seniors Prom all revolve around people as identifiers of place.

Mike - The North Portland signs identify the peninsula as the "gateway to nature". This is an amazing development.

Gates - Future Vision needs a few hooks to be of consequence. We are known, for example, as a green city and we need an icon to invoke that. Every community has made statements about being green.

Peggy - remember, being green and beautiful are the two top statements in the OBC survey of values and beliefs.

Gates - what if we committed ourselves throughout the region to landscaped medians, and became known for that nationally and internationally. That might work.

Judy - we better save the canyon, then!

Peggy - she agrees with Mike, we must always be able to see green.

Peter - the I-205 median should be the model.

Ted - green as a key theme is right on target.

Peggy - I like the wild roses on I-5.

Mike - Green is a good focus.

Peter - We should also include industrial areas, since they can benefit from landscaping, too.

Mike - one of my favorite views is to stand with Hwy. 217 at my back and look across the wetlands to the old Mentor Graphics headquarters.

Gates - it's not just green, though. That's not enough. We need an icon to stand for it that we can

add to the region. The draft currently talks of things to keep, but not what we would want to change or add.

Bob - it would be terrific to tie the icon to an anniversary, so that it can celebrate both past and future.

Len - green is good but not all industrial landscapes would be improved by trees and lawns. They have their own virility and integrity. We should strive to enhance the special nature of different places. Rural, for example, should look rural and not suburban.

Ted - what do we want to change? This hasn't been addressed.

Fred - lets come back to that.

Len - if green is number one, then community activities should be number 2. Festivals, markets, and neighborhood associations are all examples.

Susan - we should keep in mind both small and large perfections, since not all icons can or should be of the same size or class. Lots of diversity is important.

Peggy - activities are important. Lots of voices coupled with specific examples for different places will make this vision more powerful.

Mike - we should solicit photos from the public of icons, from every neighborhood, and put them into an icons of the region slide show. It would be a terrific outreach tool. Maybe we could mail out disposable cameras? (Ethan will look into this...)

Gates - lets ask for images not icons, since most people will regard the word "icon" as jargon.

Wayne - we should write the vision down and then expand it by adding detail. Lets start with signature examples, like environmental zones or moving out of floodplains, so that in 50 years we can see nature expressing itself. How about a walk through the city through the eyes of a child, from city to country. I want to capture that feeling of riding a bike on Cornfoot Road on a sunny day...sights, sounds, breezes and all... or what its like to walk to the store. Ordinary extraordinary events and sensations.

Peggy - she really liked the letter from the future format used by Bob. The emotion must be there. Slides and icons could be used to illustrate the letter.

Fred - we should also connect with high schools, since kids are less likely to be so satisfied with the present. For example, it seems like fewer kids have cars at Cleveland HS today than when he was in school.

Wayne - maybe because insurance is too expensive.

Len - when you drive you don't see.

Judy - she is concerned that the draft only speaks of urban and rural, leaving out suburban and small towns.

ENVIRONMENT DRAFT

John - we need to guard against chamber of commerce icons by being honest and admitting that there is plenty wrong with the present. We must recognize that we share the ills of other places, and that hope must encompass what must be changed.

Susan - we should recognize that greenspaces are both public and private. Trails mean taking things away to some adjacent owners. The vision must reflect both public and private aspects, and the tension between access and control.

Wayne - there should be hooks in the environment section to tie in the other drafts. If you look at the Willamette River waterfront 90 years ago there was no green, and today the context is different.

Ethan - remember that the Olmsteds came to town about 90 years ago, saw that same view of the waterfront, and developed a vision of parks and boulevards that is still powerful today. Whatever "spoke" to them was certainly not part of the way that the waterfront looked like when they arrived!

Peggy - we need to keep people in mind. What do we want to see in the landscape and in our communities?

Fred - is green human? must it be in the city?

Mike - there is lots of people activity in the draft, and it should be in every paragraph.

Len - what about people who don't focus on green exclusively?

Mike - this has been addressed again and again. He related his experience working in blue-collar north Portland. People are concerned about where they live, and they identify with seeing green. Close proximity to green is a consistently recurrent theme. We need a diversity of landscapes, green and rural, green and urban, etc.

Judy - the working landscape is left out of the draft. Agriculture and forestry have been left out, and the rural "sense" isn't captured either.

Ted - the built environment is underemphasized. It, too, is very important and needs more specificity.

Wayne - we should include built in the environment.

Mike - we should emphasize the integration of the built and natural as a key theme. There is also intrinsic value to natural systems and we shouldn't simply cast them in terms of human use or interaction.

Wayne - there is beauty in industrial sites, too.

Len - love of earth or nature and delight in the built environment are two sides of the same coin.

Judy - clean air and energy conservation have been left out of the draft.

Peggy - will Robert be taking all four drafts and integrating them?

Len - yes, he will be intersplicing them.

Wayne - we shouldn't lose the detail but we should define standards without mentioning a number...fishable, swimmable, see Mount Hood are all examples of standards that don't rely on a

number but impart a specific expectation for quality. Signature standards like these in the vision will lay the groundwork for those that will follow and be charged with fitting plans or policies to a number.

John - livability strikes newcomers to this region. You don't have to drive four hours to leave the city, to see nature. Integration of the built and natural at all scales is extremely key to the vision. Remember the image of a seed in a cup, it is an image of sustainability, of livable interconnectivity.

Mike - nature nearby is critical.

Peter - the greenway south of Wilsonville was intended?

Mike - no, only within the urban area.

Peter - make that explicit in the vision and tie the greenway to UGB's.

COMMUNITY DRAFT

Peggy - the homeless problem is now showing up in the forests but forest managers believe that it is not their job to deal with it. They're wrong! Every other societal institution is having to deal with these issues.

Fred - perhaps they don't want to deal with folks that can't pay the entrance fee.

Mike - his image of a health community is one where kids can get mucked up collecting pollywogs, like at Sellwood Riverfront Park.

Judy - there will be massive numbers of old folks in 50 years. We should explicitly develop ways to integrate them in the social fabric and develop ways to share their wisdom. This has both physical and social attributes.

Peggy - communities must work for both kids and the elderly.

Judy - the vision needs to have more in it about the integration of age groups, of roles for all age groups, and of engagement of generations with each other. We must integrate the elderly into neighborhoods of all types and not segregate them exclusively into rest homes or King Citys.

Peggy - maybe we need to bring back boarding houses.

Judy - cohousing is promising.

Len - it is truly wonderful to be known by your neighbors. There is even a village life on busses that lends a small town feel to a big place.

Peggy - we shouldn't lose the integration part of this. Our vision should focus on making the elderly a part of the community rather than separating them out into other places.

Len - that integration should be voluntary.

Wayne - this concept of integration is a great signature example of what we should be seeking in the vision. Lets start writing it!

Judy - we should add paratransit to the draft.

Peggy - the draft doesn't fully recognize the value of high quality public education, and the contribution it makes to community.

Ted - the disabled need accessibility. We must also emphasize the freedom from fear in our vision, and optimism and self-assurance for kids!

John - safety is #1. He related a mall shooting incident and then reiterated that safety is a very big issue.

Fred - should we deal with the link between guns and crime in the vision? Many thought so.

Peter - should gun control be in the vision?

Fred - will we need guns in 50 years?

Peggy - we will need protection from ourselves at the rate we're going.

Len - some of this is a national issue. Is a regional statement on guns useful?

Fred - yes.

Mike - yes, crime and safety need attention but the vision should deal with root causes.

John - the Oakland Men's Project has done some interesting stuff. The point is that violence is rampant in our society. Focusing on gun use leaves out fundamental relationships, power relationships, involving men and women, kids and adults, employers and employees.

Len - we should expand on safety throughout the document. What we do with children, however, is the key to violence in our society.

Fred - guns are the end of the line and, yes, some people are simply evil.

Mike - lets push for language which addresses the root causes of crime, violence in society, and power relationships in the vision.

Susan - we should be seeking a standard of civility as a social expectation.

Peggy - the social contract language in the draft should be expanded. More should be made of the integration of institutions..

Judy - again, it would be worth looking back at the notes of the previous discussion of the full Commission on this topic.

Mike - lets underscore in the vision that accessibility to government is a key attribute of the region, and should continue to be.

ECONOMY DRAFT

Peggy - the solution to the crime problem is in the economy.

Ted - we are a major trade center. We should relate this region to the whole northwest. It is no longer Portland or Seattle.

Mike - there is economic value in environmental quality and the draft should reflect that. The vision should recognize that a healthy economy requires a healthy environment.

Peggy - the Washington County Economic Development Plan is even starting to reflect that.

Susan - having a wide range of opportunities possible and viable is a key theme. The parts need to work together. We need more specifics.

Peter - agriculture and forestry, tourism, export/import deserve mention.

Wayne - small manufacturing offering the opportunity to live close to work is important.

John - we should talk about livable wages versus just getting a job.

Peggy - we should acknowledge the silicone forest.

Fred - what is a livable wage?

Wayne - like in the environment section, the vision should focus on the circumstances we want, rather than specifying a number. For example, what if the vision held out the desire for household needs being met by one person working full-time.

Judy - we might want to identify future industries and economic icons as something to build on. We have lots of industrial land in our port.

Ted - leading edge or key industries might be helpful, along with the concept of flexible networks being used by the state.

Peter - maybe we can make use of the regional strategies data to recognize the choices to be made.

Wayne - quality and craft should be themes for us.

Ken - he suggested that the Commission avoid identifying specific sectors, since 50 years out is too far out for specifying that kind of outcome. 50 years ago ship building was a key industry!

V. Other

Bob Textor stated that we need a name for the region, and would like to pretest that in the community.

The members discussed the opportunity to have something printed in the paper about a contest for a name and the issue of timing. It was decided to work more on the idea before "going public".

The meeting was adjourned at 6:40 p.m.

Respectfully submitted by Barbara Duncan



METRO

To: Future Vision Commissioners
From: Karen Buehrig
Date: December 22, 1993
Re: Revisions to the Future Vision Calendar for 1994

Please note the changes in February, June, October, November, and December which have been made to the calendar that was distributed at the December 20, 1993 meeting. The Future Vision Commission meets every other Monday, except for holidays.

January
 10th: Environmental Commentors
 24th: Agricultural Commentors
February
 7th: Sense of Place Commentors
 14st: Economy Commentors
March
 7th: Community / Sense of Well-being
 12th: FULL DAY RETREAT
 21st
April
 4th
 18th
May
 2nd
 16th
June
 13th
 27th
July
 11th
 25th
August
 8th
 22nd
Sept
 5th *** this day will be changed due to Labor Day ***
 19th
Oct
 3rd
 17th
 31st
Nov
 14th
 28st
Dec
 12th
 26th

Resource scarcity forces cooperation

*Federal government's
new tack: making local
entities take first stab*

By NEAL R. PEIRCE

For years as the town's mayor, John Bullard struggled for the interests of New Bedford, Mass., one of America's legendary fishing ports.

Now Bullard is working for the Clinton administration as chief of sustainable development in the National Oceanic and Atmospheric Administration. And it turns out that New Bedford — indeed all the fishing towns up and down the Northeast coast — is on his agenda again.

Severe overfishing has raised the specter of economic ruin for fish-dependent towns from Maine to New Jersey. The catch dropped 30 percent in 1993. The stock of haddock, once America's fish staple, is commercially extinct. Yellow-tailed flounder and other species are at historic lows. Thousands of fishermen could soon be thrown onto welfare.



PEIRCE

Here's a problem far beyond the capacity of traditional Washington-based "command and control" environmental regulation: It's far more complex than controlling the belching smokestack or untreated sewage flowing into a river. In this case, there's a threat to an entire ecosystem, with huge economic stakes for people who make their living off a natural resource.

It is becoming less and less thinkable that the federal government can — or even should, if it could — try to produce custom-made answers for each region, each resource crisis. The approaches for the 1990s dictate that protection of the environment and development of job opportunities must go hand in hand. And that the people most affected, at the state, regional and local level, need to be chief architects of the solutions.

There's now, in fact, a Presidential Council on Sustainable Development. A third of its 25 members come from industry, a third from environmental groups, a third are Cabinet or sub-Cabinet members.

And John Bullard is trying to make the federal government an honest broker in generating a bottoms-up answer to the fisheries crisis. Instead of the feds' normal approach — putting bureaucrats to work analyzing a problem, then announcing mandates and regulations — he's going the messy, democratic route of convening eight local meetings.

Starting this month in Gloucester and continuing in the most affected fishing communities up and down the Eastern seaboard, the meetings are designed to encourage all the players — fishermen, environmentalists, local town leaders — to suggest solutions they think might work.

The spur is that NOAA will issue draconian "stop fish" orders, cutting fishing to a fraction of the days now allowed, unless other solutions are identified.

Different places may have different strategies for fishing limits and alternative

approaches for economic development. Bullard hopes to convene meetings to induce leaders from the fishing communities to join in creating a comprehensive Northeast fisheries plan. If it's sound enough, he sees hope that Congress might embrace it.

DeWitt John, head of the Center for Competitive Sustainable Economies at the National Academy of Public Administration, has a new phrase for the consultative, bottoms-up planning process to address these issues. He calls it "civic environmentalism" — also the name of his new book (CQ Press, Washington, D.C.).

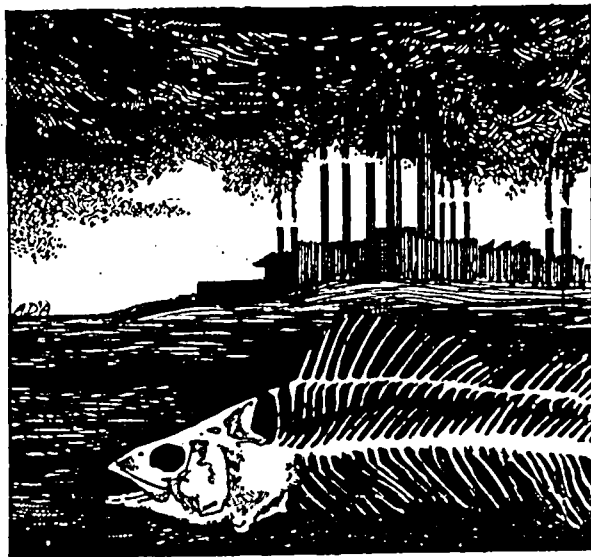
Civic environmentalism doesn't, says John, deny the need for tough federal regulatory standards where appropriate. But it does say forums are needed to bring together the fragmented array of federal, state and local agencies with business and community leaders to find better environmental solutions and companion economic strategies, including "greener" manufacturing processes.

These approaches are ideal, he believes, for industries clearly dependent on natural resources, such as fishing, farming, timber and even tourism. The viability of each depends on not exhausting natural resources — timber, soil, stocks of fish or scenic views.

Bullard suggests that when the interested parties are part of the solution, rather than having it imposed on them from afar, they "buy into it." And the solution has more chance of success.

The feds' part in this new approach is to put their regulatory gun behind the door and keep it there as long as there's hope for reaching environmental goals through community-devised plans. The feds can help by convening groups across state lines and possibly providing matching grants to get the local talks rolling. They can offer technical information and backup. Then they can readjust their resources to help make the locally devised solutions work.

The states or regions can become responsible for working out environmental solutions that include strong economic development, a big concern to them.



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Most important, the local communities get to do it for themselves. They become more competent and strategically oriented.

No one says it's easy: Witness the agony of leaders in the Northwest in trying to create a consensus plan for the spotted owl, even with President Clinton's direct involvement.

Civic environmentalism may work more easily in the "greener" states — a Minnesota or Vermont, for example — than in historically industry-dominated states such as Louisiana or Texas.

But where and when civic environmentalism works, it may be a promising ticket to a vigorous federalism for the '90s.

Syndicated columnist Neal R. Peirce is on

January 10, 1994

To: Future Vision Commission
From: Mike Houck

I talked with Debbie Wood of Central City Concern this weekend and she said any weekday two to three weeks out would work for her to do a tour for us. I have to be at a City of Portland-EQC CSO meeting today and will be unable to make our meeting. Would you please fill out the form I've asked Barbara Duncan to pass around and indicate which day(s) work best for you. I told her that I presumed 5:30 pm would work best for us so people don't have to take time off from work.

I also asked Barbara to pass out copies of my letter to Vera Katz regarding the City of Portland's economic goal. I referenced Region 2040 a few times and I think the lack of linkage between economic and environmental strategies is one we are working to address in Future Vision. If any of you agree with my points and feel so moved, I'd appreciate your communicating your views to the Mayor's office. I've also attached a copy of today's Neal Peirce's article. He was in town recently at the invitation of Maggie Collins, City of Milwaukie and will be here again soon. He is a logical person to comment on our Future Vision document and assume Metro staff plan to include him as a commentor.*

Houck



* By my calendar he'll be in Portland the week of
Feb 14th.

**FUTURE VISION COMMISSION, REGION 2040 STAFF
CENTRAL CITY CONCERN FIELD TRIP**

Please indicate which day(s) work for you to take a tour of the Central City facilities during the week of February 14th. I presume that something after 5 or 5:30 would work best for the Commission.

Your name _____
Telephone(s) _____ Fax _____

Monday, February 14 _____
Tuesday, February 15 _____
Wednesday, February 16 _____
Thursday, February 17 _____
Friday, February 18 _____

Saturday, February 19
am _____
pm _____

Please fill this out and return to Barbara Duncan. I will call each of you after I've arranged a meeting date with Debbie Wood, based on the day most people are available, unless you just want to decide today and let me know what you want to do.

Houck



Audubon Society of Portland

5151 N.W. Cornell Road
Portland, Oregon 97210

03-292-6855



December 31, 1993

Mayor Vera Katz
City Hall
1220 SW Fifth Avenue
Portland, OR 97204

Dear Mayor Katz,

While the deadline for comments on *The Portland Agenda, Comprehensive Policies for Jobs and the Economy* is passed, I wanted to submit written comments to you and hope they will be considered prior to release of a final draft. I understand that this document deals with only one of ten City of Portland Goals and that its focus is the city's economic goals and objectives. However, in virtually every environmental piece I have reviewed or participated in developing there are always references to the need to "balance" environmental protection with the need for a healthy economy.

I am greatly disappointed to see virtually no mention of the need to maintain a healthy environment as a key element of the city's and region's economy. I am not referring to the need to protect specific fish and wildlife habitat or other state-wide planning Goal 5 resources; although we need to that as well. I am referring to the need for the city to make a serious commitment to integrating our much vaunted quality of life into our economic strategies and to recognize that protection of quality of life contributes to our economic base. It is interesting, I think, that the city's Comprehensive Plan's Goal 5 is Economic, whereas the state's natural resource planning goal is Goal 5. I've always wondered if this was the product of some bureaucrat's sardonic wit.

Given that it's now been thirteen years since Portland's Comprehensive Plan was acknowledged and the city still has not completed its Goal 5 work--the most recent delay being adoption of the Fanno Creek Environmental Zone--I am not particularly surprised to see the lack of attention to natural resources and quality of life in Portland's economic development strategies.

Page one of the document is titled "Critical Choices at a Critical Time" and states that Portland is engaged in a "Competitiveness Challenge." The real challenge for Portland, and for the region, is how the city can capitalize on its unique natural attributes that contribute to the region's quality of life and, with that overlay, develop its economic strategies. This document reverses that process. For too long Portland has made do with "spare pieces", hand-me-down habitats

and quality of life "leftovers", as byproducts of the city's development process. It's time that the city get real about planning natural resources and quality of life into its economic strategies. This document is one vehicle to begin that process. If the city continues to squander its environmental quality and natural resource capital it is not only allowing the cumulative degradation of the city's quality of life, but incrementally chipping away at its economic base as well.

I recommend that you reconvene your panel and bring in some specialists such as Ed Whitelaw, who could provide the city expert advice regarding the nexus between quality of life, economic development and what has long been characterized as our "second paycheck" (see attached *The Oregonian* article). Whitelaw and others should be contracted to the city to provide what apparently the city is not currently capable of producing---a quantifiable description of what it's worth, in economic terms, to the city to maintain and restore the city's natural infrastructure--it's streams, sloughs, rivers, forested buttes, recreational trails and scenic views. While it's true that the city is making progress, through the E-Zone process and Clean River Program, in this arena, there seems to be no recognition of the need to integrate these programs a positive economic development initiatives. They are usually described as being too costly for industry, residential rate payers--and the city. They are, in fact, investments in the City's future environmental quality and quality of life.

General Comments: While I don't question the need to develop a comprehensive economic strategy for Portland and I applaud many of the recommendations of this document--especially the emphasis on multimodal transit; mixed-use redevelopment; attention to social equity through efforts to address non-English speaking small business owners, minorities and at-risk youth---I am deeply disappointed in its overall tone. It perpetuates the myth that we can achieve environmental protection and deal with quality of life issues after we have dealt with "real" economic issues.

The failure to analyze the economic value of a high quality environment, lack of any mention of the need for protection of the landscape that attracts businesses to Portland and the metropolitan region, exclusion of the role of parks and open space as important urban infrastructure and lack of connection between environmental remediation and job creation stands out as glaring omissions in the document.

There are many individuals in the local environmental community and neighborhood networks who share the Council's and Business Roundtable's concern about the need for a healthy economy. Had they been asked to participate in the production of this document they could also have ensured a more balanced environmental message be included in the document that would complement the many excellent economic-oriented recommendations.

I want to emphasize that there are, in fact, many good policies in the document. However, no economic development document for the City of Portland-

--or the region for that matter---can possibly be considered "comprehensive" without some very explicit mention of the economic value of high environmental quality--including parks and open space, healthy streams and rivers, scenic views, abundance of fish and wildlife. What does the Business Roundtable estimate the value of a front page Oregonian photo of a man in a suit and tie, with an ear-to-ear grin on his face, cityscape in the background, holding a 30 pound salmon---which he caught on his way to work on a sunny April morning?

The document should include, up front, information on the economic value of a protected and restored landscape and a major component of Portland's---and the region's---economic engine. For example, on page 2 the document pays virtually no attention to environmental quality as a factor businesses consider when deciding to re-locate or locate in this region. It's well documented that the quality of environment around the workplace and home is critical to these decisions, yet you choose to focus only on "competitiveness" and reducing perceived "red tape."

Although the document is not explicit about which "rules and regulations", it is clear that environmental protection standards are viewed as hampering development in the city. The fact that environmental rules and regulations are essential to ensure continued quality of life, and economic vitality is not addressed. In your effort to give priority status to short term "competitiveness" with other communities is Portland willing to sacrifice environmental quality?

Please review the attached article by Ed Whitelaw and Ernie Niemi which addresses what is often characterized as an economic vs environmental agenda. While their comments concentrate on the endangered species-forestry debacle, their observations are germane to your document, especially with respect to hidden subsidies for the development community. Especially relevant are the following passages:

"These subsidies create a bargain for today's consumers of wood products (today's development community?), but no sustainable bargain for future generations."

"Specifically, we must initiate a major examination of the economic value of the spillover effects of our major resource-extraction and resource-development industries: timber, agriculture, energy, mining and urban development. And this is a step toward sustainable development we know we are competent to take now."

The City of Portland is competent to take this step as well, but there is no evidence that it is truly interested in addressing these issues. As suggested above, your office should contract with Whitelaw to round out your document with respect to economic values of quality of life factors.

Whenever the City of Portland addresses environmental issues the potential negative---usually wildly overblown and infrequently documented---economic impacts are the source of endless debates before the Planning Commission and City Council. Why is it that there never is any mention of the intrinsic, measurable economic value of a healthy environment in the context of economic documents and discussions and, as importantly, the negative impacts of poor economic and development policies on the City's environment?

Specific Comments:

Environmental Remediation and Urban Re-development:

There are currently efforts to address environmental remediation on the Columbia Slough and Smith and Bybee Lakes in a manner that links social and environmental justice issues. While a pilot project with Roosevelt High School is quite small, there is great potential for generation of jobs in north and northeast Portland, as well as city-wide, that are associated with environmental clean up. This is especially true in light of the City's responsibility to clean up the Willamette River and Columbia Slough CSO's, the Columbia Slough Water Quality Plan and basin-wide efforts in Johnson Creek and elsewhere. I was pleased that there was discussion along these lines at Wednesday's Columbia Slough Water Quality Program hearing and am hopeful that we can pursue these initiatives.

On page 19 the proposed policy 14 mentions environmental remediation and urban re-development. Nowhere does the document address the issue of job creation as a positive outcome of the need to engage in environmental remediation. Neither does it explore the tremendous opportunity to forge partnerships with the neighborhoods, the conservation community, people of color or other groups with a direct interest in environmental remediation and urban re-development.

Page 5: Your only frame of reference to "quality of life" relates to wages and per capita income. This is incomplete and ignores the economic and social values of a healthy environment.

Page 6: "All City personnel must recognize the need for economic development and adopt an economic development goal as a central focus of City operations." Will this narrowly focused economic development ethos permeate every city bureau and every city program as indicated by this statement? I find this statement extremely disquieting, and contrary to the City's own Future Focus document which encourages the integration of environmental quality as a strategy of our economic policies.

Page 19: Policy 14, Industrial Sanctuaries. While I agree with some of the rationales offered for creation of industrial sanctuaries, the Columbia Sough Shore is an excellent example of many negative ramifications of city policies that attempt to ignore environmental constraints within so-called "industrial sanctuaries." The City should make it very clear that creation of an industrial sanctuary does not excuse the City or landowners from responsible environmental stewardship.

No mention of how this policy which includes Urban Redevelopment relates to Region 2040. Is this intentional or an oversight?

Page 27: Action Item #1 sixth bullet, the document states that you will establish ongoing, quantitative and systematic process to review existing and proposed policies, regulations and rules with the goal to: "ensure impacts and costs, both internal and external, are balanced against the intended potential public benefits of any City policy, ordinance or regulation." Do you also propose to evaluate any development project by these same standards?

Action Item 2: The document states that the city will work with elected officials and regulatory agencies to assure new state and federal laws and regulations support the City's goal for a competitive business climate. Without any qualifying statement, this could be interpreted as a strategy directed toward regulatory agencies to either weaken or forestall environmental regulations.

Is it the City's intent to ensure we are just as dirty as other communities that choose to attract business by pursuing lax environmental standards? What does "competitiveness" mean in the context of this Action Item? Do we want to be as "competitive" as Tigard and other communities that have refused to do adequate Goal 5 planning and have failed to implement other environmental standards? Do we want to aspire to the same lack of environmental standards as some other states or communities within Oregon? A more defensible position for the City of Portland would be that it take a leadership role in ensuring there are regionally-based, minimum environmental regulations that ensure all jurisdictions share equally in protection of the region's quality of life. There is much that could be done, through Region 2040, Metropolitan Greenspaces, Transportation and Planning, that would address the question of equity regarding environmental regulations that would maintain Portland's "economic competitiveness" while strengthening environmental regulations throughout the region. In addition, Portland should be a leader in exploring non-regulatory, incentives to environmental protection.

Page 35: Partnerships: The list of "partners" on page 35 is incomplete. You should include a number of environmental and neighborhood organizations that potentially are just as important partners in economic development as environmental protection. The city would never consider listing only environmental groups or neighborhoods on an environmental agenda.

Page 37: The alleged "apparent lack of commitment to business development among all City bureaus and agencies" is a patently false statement. I cannot imagine how this statement made it into the draft document. From the perspective of one who works on environmental issues, it has been my experience over the past twenty-three years that the City of Portland bends over backward to consider the "needs" of the development community---frequently at the expense of Portland's environment. The allegation that there is an apparent lack of

commitment to business development is an outrageous exaggeration. The statement is softened a bit with the "whether real or perceived" caveat, but the fact of the matter is that every environmental regulation I have been involved in for the past twenty-three years has been subjected to rigorous, often one-sided, scrutiny with respect to any potential negative impacts to the business community and economic development.

Page 42: It is unclear why the Audubon Society of Portland, The Wetlands Conservancy, Metropolitan Greenspaces, the various park providers, 40-Mile Loop Land Trust, neighborhood groups, local "Friends" organizations like Fans of Fanno Creek, Friends of Johnson Creek, Friends of Powell Butte, Friends of Smith and Bybee Lakes, etc. and other non-profits were not listed Strategy 4D. All of these organizations can provide you with valuable information regarding tourism. Audubon Society, for example, has produced many excellent brochures, field guides and environmental pamphlets---many in cooperation with city bureaus---which you should be encouraging be available at POVA and other outlets. Both Audubon and The Wetlands Conservancy lead natural history tours that could be incorporated in local tourism packages.

The City should be assisting in publicizing, and when appropriate, subsidizing these publications and tours that tout the City's livability and provide visitors with useful information on where they can hike, canoe, run, bicycle, birdwatch, etc. Your document is too narrow in its perceived constituency. I am enclosing a copy of the Urban Natural Resources Directory which we produced in cooperation with BES, Metro, PSU and other cooperators. You will note there are numerous local groups that should be included in any comprehensive outreach list for involvement in local tourism opportunities.

Page 77: Policy 13: You state that all Capital Improvement Programs should assure *priority consideration* to economic development policies as adopted by your Comp Plan. Where does this leave parks and open space, water quality, fish and wildlife habitat restoration and other actions that would involve capital improvements that contribute to the City's environmental health?

Page 78: Strategy 13E: How does this geographic target area strategy complement planning efforts of Metro's Region 2040 planning process? Can these areas serve as models for urban redevelopment as envisioned in Region 2040?

Page 79: Strategy 14C: You state that you'll take a "leadership role" in working with DEQ and EPA in ensuring you have "flexible" standards in order to redevelop stagnant lands within the urban area. I support urban redevelopment and the creation of mixed use, high density housing close in to the urban core. I also acknowledge that federal and state environmental policies should not "unnecessarily" make that process too burdensome. However, the city should not be willing to sacrifice environmental protection in the process. You should explain what you mean by flexibility.

Action Item 1: Paid staff position as environmental ombudsman. Is the city willing to put the same resources into one full-time staff position that is dedicated to meeting or exceeding state and federal environmental regulations and ensuring the city has all necessary regulations to protect the city's environmental health?

Page 80, Strategy 14F: If the city maintains and disseminates an inventory of city-owned land with potential for development, the city should also conduct an inventory to ascertain the environmental and ecological value of those lands. A similar inventory was conducted for lands owned by Washington County and over fifty sites of extremely high ecological value were identified. Commissioner Dan Saltzman is developing a "Greenspaces Screen" for its county owned and tax delinquent properties to ensure environmental protection is built into future property trades or disposition of Multnomah County owned properties. If city land has high ecological value it should not be sold simply to raise money. The city has a moral and environmental responsibility to evaluate all of its properties for their ecological value and to protect ecologically valuable lands in perpetuity.

Page 81, Policy 15: You state that the transportation system will encourage economic growth. This is a logical function of a transportation system. However, the city should establish a policy that all transportation facilities will minimize and, where possible, eliminate negative environmental impacts---specifically with respect to wetlands, urban streams and natural areas. I refer you to the Airport Way mitigation project at "four corners" as one example of where this is currently not the case.

I'd like to know what, specifically, PDOT proposes to do about the negative environmental impacts of its surface water runoff and pollution that is contributed to CSO's and into all of our urban waterways. The long term costs of pollution abatement from road designs that contribute to urban waterway pollution, which the city is already facing a huge financial liability for correcting, should be incorporated into any economic analysis of the city's transportation system---which should be as multimodal as possible.

Page 84: Columbia Corridor: Strategy B: flood control and transportation infrastructure to facilitate development...etc. Same comment as above.

Pages 97-100 : Business Roundtable, Policy Steering Committee and Work Group members. In reading the document, pages 97 to 101 the only representative of the "conservation community" listed is Keith Bartholomew, 1000 Friends of Oregon. There is, at least according to the lists of workgroups in this document, extremely limited representation from the conservation community and no apparent representation from neighborhood organizations. I understand that Scott Exo and Mary Kyle McCurdy of 1000 Friends both served on subcommittees, but they are not listed in the draft document.

I personally know many of the members of the Roundtable and workgroups, and have a great deal of respect for their dedication to maintaining the quality of life in Portland and the region. I have no doubt that they pursued the charge they were given and utilized their expertise in economic affairs to derive the recommendations contained in the draft document. However, the City's obvious lack of commitment to include a broader representation of the conservation community and neighborhood associations is reflected in the document.

I wrote a letter to your office on October 19th asking for clarification regarding the fact that I had been listed on the same committee as Scott Exo, yet had not heard anything about the committee. I did recall having a discussion with one city staffer several months ago, but only recently received a draft of the report. I asked at that time to be informed regarding the intent of the committee and expressed my concerns about the lack of environmental perspectives on the committee. I heard nothing back from my inquiries.

In closing, I want to reiterate that my comments are intended as constructive criticism. I hope your final draft addresses what I feel are significant deficiencies in the document. I'd be happy to discuss any of my comments if they need clarification.

Sincerely,



Mike Houck

To: 2040 Staff / Futures Comm

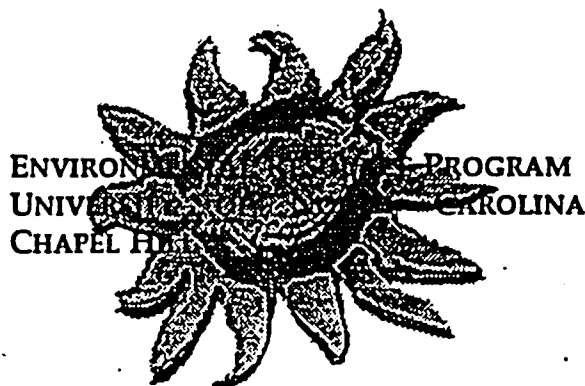
From: Hank

I have a copy if you
interested

GUIDELINES FOR STATE LEVEL SUSTAINABLE DEVELOPMENT

Written by Patricia Scruggs

Angela Park, Editor



September 1993

Guidelines for State Level Sustainable Development

Written by PATRICIA SCRUGGS; Edited by ANGELA PARK

"This report is the best I have seen for providing a workable definition of sustainable development, for identifying measures which can be used to design viable strategies, and for reporting specific examples of other states and nations who are spearheading the new art of sustainable development."

Paul Fuhs, Commissioner
Commerce and Economic Development, State of Alaska

"States can play a critical role in developing truly environmentally sustainable economies. Guidelines for State Level Sustainable Development provides policymakers and citizens alike with a set of principles and working models for transforming their states into engines of change in this direction."

Michele Perrault
President, Sierra Club and
Member, President's Council on Sustainable Development

The Center for Policy Alternatives announces the release of *State Level Sustainable Development*. This new report provides a "how-to" guide for state policymakers interested in pursuing the goals of sustainable development which link economic, environmental and equity issues into a comprehensive framework for public policy development. Author Patricia Scruggs analyzes the most ambitious international work conducted on sustainable development, by countries such as the Netherlands and Canada, and uncovers the applicability of these programs to the states.

Policies and processes for sustainable development are laid out in the report including information on the most innovative sustainable development planning and environmental programs initiated by the states. These programs provide the foundation for state leadership on sustainable development in the United States, particularly with the birth of President Clinton's Council on Sustainable Development. An update on current state level sustainability efforts is included.

CENTER FOR POLICY ALTERNATIVES
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SUITE 710
WASHINGTON, DC 20009

Sustainable Development is positive socioeconomic change that does not undermine the ecological and social systems upon which communities and society are dependent. Its successful implementation requires integrated policy, planning, and social learning processes; its political viability depends on the full support of people it affects through their governments, their social institutions and private activities.
Dr. William E. Rees, University of British Columbia.

The sustainable society is one that lives within the self-perpetuating limits of its environment. That society is not a "no growth" society It is, rather, a society that recognizes the limits of growth and looks for alternative ways of growing. James Cximer, Quest for a Sustainable Society. Oxford: Pergamon Press, 1979.

PRINCIPLES OF SUSTAINABLE DEVELOPMENT: THE THREE E'S

Sustainable development is said to differ from current economic development concepts by three major factors:

It links the "3 E's" - economy, environment, and equity - into comprehensive decision-making processes;

It recognizes the limitations of natural resources and of the carrying capacities of ecosystems to absorb the stresses of human activities; and

It observes a longer time reference and the need for intergenerational equity.

In a broad sense, sustainable development is achieved by valuing the environment, expanding timetables, and incorporating equity. Sustainable development links environmental, economic and social equity concerns and it challenges the traditional methods of measuring economic and ecological systems.

Economics

Sustainable economics differs from conventional economics because it takes a wider and longer view - in terms of space, time, and parts - of the conventional economic system to be studied (Constanza, Daly and Bartholomew, 1992). Sustainable development concepts maintain that the limiting factor in economic growth is no longer manmade capital but is instead the availability of natural capital.

The goal of economics in a sustainable society is to create non-declining wealth in natural and man-made capital. It enables economic and environmental systems to maintain their structure and diversity to retain the ability to adapt to changes from external stresses, and to develop a foundation of diverse capital that will support development over long periods of time without producing negative feedback.

Today, many people recognize that the economy is linked to environmental constraints such as the availability of natural resources and the ability of the environment to absorb waste without degradation in quality. The question has become one of scale, not allocation - how large can the human economic subsystem be, relative to the total system? Sustainable economics requires an optimum scale of qualitative improvements that do not exceed natural limitations. Once we have exceeded the optimum scale, further growth makes us poorer, not richer.

CHAPTER ONE: DEFINITIONS AND PRINCIPLES

Development and the environment are not necessarily conflicting terms. Problems arise when the linkage between the two is managed unsustainably. Economic growth cannot be sustained if it continually undermines the healthy functioning of the Earth's natural systems or exhausts planetary natural resources. By the same token, only healthy economies can generate the resources necessary for investment in environmental protection. The recognition of the critical link of the economy to the environment and social well-being is the cornerstone of sustainable development.

Never before has the degree of human influence on natural systems been so great, and never before have the risks associated with these actions been so severe. We truly are at a crossroads. The decisions made now will have a significant impact on the environmental and economic health of current and future generations. Sustainable development is an important part of long-term strategic planning that attempts to make the economy and environment connection in an equitable manner.

DEFINITIONS AND TRANSITIONS

Sustainable development serves as a comprehensive framework for the formation of policies that integrate environmental, economic, and social issues. Sustainable development offers an alternative to traditional decision-making policies and values. It recognizes that the natural systems of our environment are not only critical to basic economic needs, but also to quality of life.

Sustainable development or sustainability is a term that is constantly evolving in definition and application. It reflects the dynamic character of natural and human systems. Current literature seeks to define sustainable development as a paradigm that has distinct meaning but is flexible enough to apply to the broad base of sectors that it encompasses.

Sustainable development has been criticized for appearing to mean anything to anybody. The term is said to have so many definitions that it has no meaning at all. This criticism is partially valid. There are numerous interpretations of sustainable development, but every major concept that encompasses human ideals - such as liberty or democracy - is subject to diverse interpretation. These broad interpretations do not undermine the importance or usefulness of these terms. Indeed, the definitions and interpretations of sustainable development reflect its extensive scope.

The most commonly used definition of sustainable development:

Sustainable development is development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs. The World Commission on Environment and Development

Other commonly used definitions of sustainable development include:

Inherent in sustainability is the responsibility of each generation to ensure that the next one receives undiminished natural and economic capital - an intergenerational equity. Lester Brown, et. al. Worldwatch Institute.

Sustainable Development is positive socioeconomic change that does not undermine the ecological and

INTRODUCTION

Sustainable development seeks to integrate economic, environmental and social equity considerations into decision-making processes and public policies. Increasingly, policymakers and citizens are recognizing the links between the economy and the natural resource base which supports our economic activities. They are recognizing that equitable and sustainable management of natural resources is necessary to enable future generations to meet their needs.

The scope of the impacts of human activities is now global. Pollution is affecting the health of the planet, and its species, at unprecedented levels. Economic recessions in one region of the world have impacts that are felt globally, and economic progress is connected in this international web as well. As natural systems reach their capacity to assimilate waste, new risks and uncertainties, such as global warming and ozone depletion, cannot be managed within existing political boundaries. These evolutions are challenging a broad base of leaders and institutions to evaluate and modify their planning processes and policies as well as the ways they measure and value human and natural capital.

Sustainable development is a concept that is beginning to take hold in governments, industries and non-governmental organizations across the world, perhaps in part because of these changing realities. Only recently have sustainable activities emerged in the United States - and with the exception of the President Clinton's newly-created Council on Sustainable Development - these initiatives have been championed primarily at the state and local levels.

This report explores the concepts and principles of sustainable development as it is being applied in industrialized countries, gives examples of sustainable processes and policy frameworks, and reflects on their lessons to the states. It is an attempt to provide guidance to state leaders in their work to develop comprehensive and innovative programs to integrate the economic, environmental and equity needs that are fundamental to long-term economic and environmental health and prosperity. To achieve the ambitious goals of sustainable development, a diverse group of state leaders - including advocates, governors, legislators, citizens, government officials and industry - play key roles. It is our hope that this publication will be a valuable educational tool for these leaders and that it will serve as a catalyst for future work.

Editor's note: The work embodied in this publication is part the Center for Policy Alternatives' work to promote sustainable development policies. As needs arise, the Center will publish additional resources for leaders in the 50 states and at the federal level. Please send additional information about emerging state sustainable development policies to Angela Park. We value and encourage your comments.

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ACKNOWLEDGMENTS

The work of many people made this report possible. Special thanks to: Fran Lynn at the Environmental Resource Program (ERP) at the University of North Carolina for providing the initial support for my research and for providing comments and suggestions through its many drafts; Jeffrey Tryens at the Center for realizing the need for such a report; Angela Park at the Center for putting it all together; the directors of the Canadian Round Tables, especially Lee Doney and Sheldon McLeod; Hans Van Zijst of the Dutch Embassy; Kelly McCray for his editing assistance on every draft; and Lisa Buggs for her work on the report's layout and text. Additional thanks to staff in all four programs at the Center for Policy Alternatives who contributed to the policy overviews in Chapter Five, and to Sally Beth Stone of the ERP for her editing suggestions.

Patricia Scruggs
Portland, Oregon

The Center for Policy Alternatives thanks the Rockefeller Brothers Fund, the C.S. Mott Foundation and the Hewlett Foundation for their continued support of the Sustainable Development program.

December 29, 1993

To: Future Vision Commission/2040 Staff
From: Mike Houck
Re: Central City Concern Tours

Debbie Wood sent me the attached information so we would have a better idea of what to expect on the tours. Please look this over prior to our next meeting when we can set a date(s).

Houck

A handwritten signature in cursive script, appearing to read "Mike", is written below the typed name "Houck".



CENTRAL CITY CONCERN

Solutions To Homelessness & Chemical Dependency

Central City Concern Tours: Breaking the Cycle of Homelessness

Central City Concern -- and its programs of housing and chemical treatment -- are at the heart of Portland's nationally recognized model for addressing homelessness. This tour of some of Central City Concern's facilities is designed to give you a view of Portland's homeless problems, and an understanding of the most effective methods of permanently breaking the cycle of homelessness.

Tour participants have the opportunity to see the process of resolving homelessness up-close, from the gritty reality of people sobering up at the Hooper Center to the serene atmosphere of recovery at the Sally McCracken Building. Participants will see the transformation that homeless people undergo to lives of dignity and opportunity.

Tours convene at the Central City Concern Administrative Office, 709 N.W. Everett. Executive Director Debbie Wood explains the integrated approach that Central City Concern takes, in conjunction with other agencies, to deal with the root causes of homelessness.

The Hooper Detoxification Center is the first stop on the tour. Participants go through Hooper, seeing clients and speaking with staff. The processes of sobering people, intervening in their addictions, and taking them through the physical withdrawal from alcohol and other drugs is observed and explained.

The Portland Addictions Acupuncture Center provides chemical dependency counseling and acupuncture services. Participants on the tour are offered a brief acupuncture demonstration and learn about acupuncture for treatment of substance abuse and for other medical conditions.

The Estate Building, the Sally McCracken Building and the Central City Concern Jobs Program round out the tour, illustrating the opportunities that housing, integrated with services, provides to homeless people.

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.....

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Executive Director

Urban Streams Council

a program of
The **Wetlands** Conservancy

December 26, 1993

To: Future Vision Commission &
2040 Staff

From: Mike Houck
Re: Central City Concern & Future Vision

I met briefly with Debbie Wood, Executive Director of Central City Concern, last week and was blown away with the work they are doing with their Alcohol and Drug Intervention and Treatment Network. At this point it seems to me that we are particularly weak in this area and that we could all benefit from exposure to both Debbie's enthusiasm and more information about their program. This is the type of program that I was referring to last meeting when we were discussing crime and safety issues in the context of needing to do more than address the symptom.

Debbie has graciously offered to conduct a special tour for Future Vision Commissioners and 2040 staff. I would like to discuss a possible date and time at and set up a date with Debbie in mid-January or early February. I'll have some dates from her at the meeting that we can chose among.

Mike Houck





CENTRAL CITY CONCERN

Solutions To Homelessness & Chemical Dependency

■ ■ ■ ■ ■
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**CENTRAL CITY CONCERN:
MANAGING PROGRAMS THAT PROVIDE DIGNITY,
OPPORTUNITY AND HOPE FOR OREGONIANS**

■ ■ ■ ■ ■
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**Prepared by: Deborah Wood
Executive Director
Central City Concern**

October 14, 1993 .

■ ■ ■ ■ ■
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Deborah Wood
Executive Director

Introduction

Central City Concern has been providing housing and chemical dependency treatment services in the downtown core since 1979. As our programs have become more complex and integrated, we realized that it is important to have a written explanation of the scope and focus of the programs we operate and their impact on ending the cycle of homelessness and poverty in Portland. We have done a very good job of explaining our unique contributions to a parade of people from throughout the United States who come to learn from our programs. We have probably done a less successful job in showing people in our own back yard the extent of our contributions to the community.

This paper is designed to explain the causes of homelessness, Portland's unique system of alcohol and drug treatment for homeless people, and how Central City Concern's role in managing housing and providing alcohol and drug treatment permanently breaks the cycle of homelessness.

Context

Central City Concern was established as a 501(c)(3) nonprofit by the City and County in 1978 as a focal point to deal with the increasing problems of homelessness in the community. In 1987, the City of Portland adopted the Twelve Point Plan on homelessness. It is still considered to be one of the most important documents on homelessness in America, because it addressed the root causes of homelessness and focused comprehensive services to deal with the problem. Portland has received well-deserved national recognition for the housing and services available for our homeless population. The "Portland Model" has been widely acclaimed as perhaps the best response to homelessness in the country; Central City Concern is an integral part of the provision of housing and services to the homeless and low income community.

Who Are the Homeless ?

The underlying assumption behind the Twelve Point Plan is that the homeless are not "just like everybody else". In fact, they are deeply troubled individuals with multiple problems that caused their homelessness. A recently published book, A Nation In Denial: The Truth About Homelessness, provides the best compilation of

statistics and analysis regarding homelessness that Central City Concern has observed. Authors Alice Baum and Donald Burnes provide detailed documentation that indicates that between two-thirds and eight-five percent of homeless people are alcoholics, drug addicts, persons with mental illness, or a combination of the three. Among the information they cite:

- The rate of alcohol abuse among today's homeless is about the same as it was among the traditional "skid row" homeless population. Homeless people suffer from alcoholism at rates six to seven times that of the American population in general.
- Homeless people have mortality rates more than three times that of the American population as a whole, and die, on average, 20 years younger than would be expected. According to one study cited in the book, alcohol was the direct cause of 16 percent of deaths among homeless people and a contributory cause in about half of them.
- Between 20 percent and 50 percent of homeless people are drug-addicted. In some subgroups of the homeless, particularly youth and people of color, rates of drug addiction are much higher than for the homeless population as a whole.
- Between one-third and one-half of homeless people have severe and chronic psychiatric disorders. Suicide is very common among homeless persons with mental illness: some 20 percent commit suicide.
- Up to 40 or 50 percent of homeless people with mental illness also suffer from chemical dependency.
- Due in large part to their diseases of chemical dependency and mental illness, few homeless people work. One-third have been totally jobless for more than two years; 60 percent have not worked at all in more than a year; only 5 percent have full-time, steady employment.

Baum and Burnes conclude that policies that define homelessness as people merely needing homes are doomed to failure. If the underlying issues of chemical dependency and mental illness are not addressed in a comprehensive manner, the great majority of homeless persons will soon lose their housing as an inevitable results of their debilitating diseases, and recycle into the system of shelters and street life.

In addition to the demographics of the homeless population noted by Baum and Burnes, another crucial change has happened: homeless persons are younger than in past decades. The average age of

clients at the Hooper Center is now about 35. The demographics of the homeless populations is changing in large part due to the fact that drug addiction contributes increasingly to the cause of homelessness. While it may take an alcoholic 20 or 30 years for his or her disease to progress to the point to where the person is homeless, drug addiction's path is much faster.

It has been Central City Concern's experience operating some of Portland's "front line" responses to homelessness that the descriptions of homeless persons put forth in A Nation in Denial are highly accurate. Understanding the problems faced by homeless persons is important, because both services needed and the style of housing management that will be successful is dictated by the population that is served.

The Alcohol and Drug Intervention and Treatment Network:
An Essential Element of the System

Few outside the confines of the alcohol and drug treatment system fully understand the array of services available and how they interact. To a casual observer, it seems to be a "maze", and few understand the importance of the outcomes of this system. In fact, the Portland/Multnomah County model for treating indigent and homeless alcoholics and addicts is the most highly coordinated system in the country.

The Homeless Alcohol and Drug Intervention Network (HADIN) is a network of 14 treatment providers including Transition Projects, Central City Concern, DePaul Treatment Centers, Harmony House, Multnomah County, the Native American Rehabilitation Association (NARA) of the Northwest and the Salvation Army. The original HADIN network, known as the Public Inebriate Project (PIP), was developed and operated by Central City Concern. Persons being served by HADIN agencies sign confidentiality releases that apply to all member agencies. Weekly, the agencies hold a staffing to refer clients and to develop treatment plans for clients. Network-wide treatment plans are developed.

The importance of HADIN cannot be over-emphasized. The fact that clients are being jointly staffed is probably unique nationally. The practical effect for the community is that clients are placed in an environment in which they have the highest probability of succeeding. For example, if a client is being released from the Hooper Detoxification Center and is being referred to the DePaul Center for residential treatment, a case manager from the Salvation Army may give insight into the problems that client faced in

previous treatment. The appropriate treatment plan for that individual is tailored by the variety of treatment agencies with experience with the client. As a result, success rates are high and public funding is well-spent.

The HADIN system is designed to provide appropriate services for each stage in an alcoholic/addict's illness. Resources and staffing are focused on the particular phase of the disease which is presented. Although clients may be entered into the system at almost any point, it is not unusual for a client to progress through the system from being picked-up by on the streets by CHIERS to eventually receiving long-term housing at the Sally McCracken Building.

CHIERS. CHIERS picks up nearly 5,000 inebriated persons from the central city streets of Portland every year. Operated by Central City Concern and funded by the City of Portland, this service targets chronic street drinkers. It is considered a more humane as well as more cost-effective alternative to picking up the person by the Police Bureau or ambulance services. CHIERS is part of the 911 system. CHIERS staff is deputized and may take clients under civil hold against their will, if the clients meet certain criteria determining them to be incapacitated due to their inebriation.

Hooper Center Sobering Station. The Sobering Station provides a safe place for people to sober up from the effects of alcohol and other drugs. Clients are primarily brought in by the Portland Police Bureau and CHIERS; there are 18,000 to 20,000 admissions to the Sobering Station annually. Clients may be kept against their will until they are sober enough to care for themselves. Typically clients stay in the Sobering Station for about four to six hours. Sobering Station staff are trained to intervene on the disease of the client. Particularly with repeat clients, the Sobering Station staff speaks with them and urges them to accept help with their disease.

Hooper Center Subacute Detoxification Program. Subacute Detox is the program where persons go through the physical withdrawal from alcohol and other drugs. It is a voluntary program. More than 2,500 persons go through Subacute Detox each year. About 60 percent are alcoholics; the others are addicted to drugs including heroin, cocaine, crack, and other substances. Sources of referral to Subacute Detox include the Sobering Station, HADIN member agencies, social service programs, hospitals, and general word of mouth. The typical length of stay is 5 to 10 days. Clients have 24 hour a day nursing care.

Long-term alcohol and drug treatment starts in the Subacute Detox Program. Clients learn about their disease, begin a Twelve Step Program, and receive daily acupuncture. Social workers assist the client to deal with personal issues and assist the client to find post-Detox treatment. Rates of success surpass other programs in

the nation. More than 75 percent of clients admitted into Subacute Detox successfully graduate from the program; more than 90 percent of the graduates are referred to post-Detox care. The clients are referred to residential treatment, alcohol and drug free housing, outpatient treatment, and/or Twelve Step programs.

Residential Treatment. Residential treatment is essential for the success of many clients. The largest publicly-funded intensive residential treatment facility is the DePaul Center, which has an excellent program that is oriented to the special needs of homeless and very low income alcoholics and addicts. Other residential treatment programs include NARA, the Salvation Army Harbor Light Center, Ecumenical Ministries of Oregon's Addiction Recovery Association, Veterans Administration Programs, CODA and others.

Transitional Alcohol and Drug Free Housing. Alcohol and drug free housing was first established by Central City Concern in 1983 as a place to house clients until a residential treatment bed became available. It soon became apparent that alcohol and drug free housing, when combined with outpatient treatment, sustained similar rates of success to residential treatment for many people. Since 1984, Central City Concern has devoted the fourth floor of the Estate Hotel (54 units) to alcohol and drug free housing. Residents in the Estate Alcohol and Drug Free Community receive outpatient services from a variety of treatment agencies, including Transition Projects, NARA, Project for Community Recovery, the Portland Addictions Acupuncture Center, and others. For the past three years the third floor of the Estate Hotel has also been alcohol and drug free, and houses persons in corrections-related treatment programs and other outpatient treatment programs.

Transition Projects operates the Everett Hotel as an alcohol and drug free community. It has 28 units of SRO housing for persons in the outpatient alcohol and drug treatment program operated by Transition Projects.

Central City Concern has kept careful statistics on the rates of success of persons in the transitional alcohol and drug free housing in the Estate Hotel during the past nine years. There are few rules, but they are strictly enforced. No alcohol or drug consumption is allowed on or off the premises. Residents must continue in their treatment program of choice. Failure to stay clean and sober or to attend treatment results in immediate dismissal from the housing. Results have been excellent. Consistently, 50 to 60 percent of the residents have stayed clean and sober and in their treatment programs for the ninety days that the funding allows them to stay. Considering that residents are homeless street alcoholics and addicts, many with about a week's sober time when they come into the building, rates of success are extremely high.

Outpatient treatment. Some Hooper referrals are for outpatient treatment slots. When outpatient treatment is not combined with a sober living environment, success rates are very low. Conversely, the provision of housing without outpatient treatment is also a near certainty of relapse. For almost all alcoholics/addicts, there must be both a sober living environment of some kind and on-going treatment to ensure success.

Portland Addictions Acupuncture Center. After the success of acupuncture at the Hooper Center, Central City Concern opened the Portland Addictions Acupuncture Center (PAAC). This program treats about 2500 individuals a year, providing alcohol and drug counseling and acupuncture treatment. Indigent and paying clients receive treatment for chemical dependency; some general medical acupuncture is also performed. PAAC has been a highly effective program, and has been particularly effective with difficult to treat clients, including persons who are dually-diagnosed (persons who have mental illness and are chemically dependent) and poly-drug users.

Twelve Step Programs. Twelve Step Programs, particularly Alcoholics Anonymous and Narcotics Anonymous, are an essential component to almost every alcoholic/addict's recovery. However, for chemically dependent persons who have progressed so far in their disease as to become homeless, Twelve Step meetings alone are not enough. Unless there is a sober living environment and quality treatment available for homeless alcoholics and addicts, their incidence of relapse is very high. With those systems of support in place, they have actually enjoyed higher rates of success than for treatment programs dealing with middle class alcoholics and addicts.

Permanent Housing and Re-Entry Into the Larger Society. In 1991 the Sally McCracken Building opened, and brought forward the next generation of opportunity for recovering alcoholics and addicts. The building offers 95 units of permanent, subsidized housing for recovering homeless alcoholics and addicts. The Sally McCracken Building is the first long-term housing opportunity for recovering alcoholics and addicts, and is unique nationally in many respects. In order to get into the Sally McCracken Building, applicants must be a minimum of 45 days clean and sober and must be in an on-going program of recovery of their choice. Much like the Estate Hotel, they are discharged if they use alcohol or other drugs on or off the premises or if they do not continue with their program of recovery. Most referrals for the project are from Transition Projects, the DePaul Center, Salvation Army Harbor Light Program, the Salvation Army Alcohol Recovery Center, and the Estate Hotel. Since the day the project opened, the waiting list for the Sally McCracken Building has exceeded 100 people.

In the nearly two years since the project opened, its success has exceeded all expectations. Nearly 70 percent of the people who have entered the project (including those who currently live in the project) have stayed clean and sober. For street alcoholics and addicts to experience this level of success is conclusive evidence that the cycles of homelessness and addiction can be permanently broken. Many residents have successfully graduated from the Sally McCracken Building when they regained custody of their children and moved to appropriate family housing. Others have returned to their former spouses or developed new family relationships. Other tenants have left after they became gainfully employed and could afford market rents, and were ready for less restrictive living environments as they live normal, productive, clean and sober lives.

The implications of the success rates of the Sally McCracken Building are staggering. A person may enter the system in Subacute Detox and be one of the 75 percent who graduate. He or she might then be referred to the Estate alcohol and drug free community and receive outpatient counseling, and be one of the 60 percent who makes it through the Estate, and then be among the 70 percent successes at the Sally McCracken Building. For clients going through that stream one-third achieve long-term sobriety. Although there are not adequate statistics to guarantee this level of success, it certainly demonstrates that such effective treatment cycles for homeless alcoholics and addicts will save law enforcement, hospitals, and homeless shelters literally millions of dollars as opposed to the otherwise revolving door of homeless alcoholics and addicts.

The Shoreline, an employment program with transitional housing, now emphasizes recovery, and it is hoped that the rates of successful outcomes will begin to approach that of the Sally McCracken Building. Since the Shoreline has high levels of staffing for job placement, it is hoped that residents will be able to transition from the chronic unemployment problems of the homeless to positions with opportunities of upward mobility.

One of the problems faced by residents successfully graduating from programs such as the Sally McCracken Building and the Shoreline is the lack of affordable housing available for them. Since homelessness, Old Town addresses, and chemical dependency are all stigmatized in our society, they face real and persistent problems in obtaining housing. Many have experienced problems obtaining market rate SRO housing.

Serving Persons with Mental Illness

As was well-documented in A Nation In Denial, many homeless people suffer from mental illness. Mental Health Services West is an agency with nationally recognized expertise in providing services to homeless persons with mental illness. Central City Concern works with Mental Health Services West in a number of our residential buildings. Unique in the array of programs is the Golden West Bridgeview Project. Central City Concern owns and manages the building. Mental Health Services West provides 24 hour a day case management. Residents are homeless persons with mental illness who need an intensive supportive environment. The program has achieved high levels of success in stabilizing very ill people and assisting them to transition into more independent housing. This project works because of the combined expertise of two agencies with many years of experience providing housing and services to the most fragile population.

Housing Homeless People: Portland's Nationally Recognized SRO Model

Portland pioneered the use of single room occupancy (SRO) housing to provide safe and clean housing for homeless and low income people. The driving force behind this movement, both in Portland and nationally, is Andy Raubeson, Central City Concern's first executive director. It was Central City Concern that recognized that SRO's had the potential to become closely knit and supportive communities. In fact, because of their design, they militate against the disaffiliation that typifies homeless people. SRO's have a single entrance into the building. This allows for tight supervision of a building. It can be used to ensure that the street crimes of the community -- drug dealing, prostitution, sale of stolen merchandise -- are kept out of the building. Residents usually have a small furnished room, with communal kitchen and bath facilities. That communal lifestyle forces persons to associate with each other. They develop bonds and community, often for the first time in their adult lives.

There are important differences between how an organization like Central City Concern manages its buildings from how a for-profit company -- no matter how ethical -- manages its buildings. For dealing with issues of homelessness and low income persons, those differences are important.

Agency Mission. Central City Concern was created by the City and County governments in 1978 as the focal point to address the increasing problems of homelessness in Portland. Operations were

underway in 1979; by 1980 the agency managed SRO's, and the Hooper Detoxification Center management was spun off from the County in 1982.

Central City Concern's housing mission is to provide housing to homeless and low income people. Our goal is to keep people in housing and out of the shelters and streets. Central City Concern chooses to house those persons that no one else will house. This is a very different mission than any for-profit property manager. By the nature of property management as a business, private companies manage in a way that will maximize profits and minimize staffing. Rather than cope with the underlying causes of homelessness, private property managers (in Portland and elsewhere) historically have done one of two things: They either accept any person who walks in the door, and manage the building through intimidation, or they change the focus of the housing from housing for homeless people to housing for those who are the most easily managed people who meet income qualifications for the project.

There are many stories of private property managers that let their buildings become "hellholes". The most notorious example was the old Athens Hotel (the Sally McCracken Building before its purchase by Central City Concern and current use). The Athens was a "shooting gallery" for drugs and a dangerous place for desperate people to live. The nadir of the building came one winter when the boiler broke and was not repaired. A woman died of exposure as a result of this management neglect. Today in Portland, there are still privately managed SRO's that are havens for drugs and that are operated by fear and intimidation by unscrupulous managers. The Police Bureau, Legal Aid and many social service agencies are very familiar with these buildings, because so much of the resources of the community's safety net are directed toward their residents.

The other extreme occurs when reputable management firms run SRO's. These companies have no experience dealing with homeless or low income people with multiple problems. They do not have staff that are knowledgeable or comfortable with the resources available to assist the residents. Therefore, they screen out potential tenants with difficult histories. They are often hostile toward persons in recovery, because they do not understand how to deal with the disease. These SRO's are operated solely as affordable housing and do not respond to the needs of current or formerly homeless people. Although there is a need for affordable housing and that is of itself a worthy goal, creation of affordable housing opportunities without linkages to services and the homeless system will not have any impact on Portland's homeless population. To the extent that buildings that now focus on homeless populations are managed by for-profit companies, homelessness will increase as current residents are displaced by people who are easier to manage, have no

history of substance abuse and mental illness, and do not require hours of effort to help them access resources to stay housed in the building.

What makes Central City Concern Different? Because it is Central City Concern's goal to house homeless and very low income people, Central City Concern manages the buildings differently. There are several key ways in which Central City Concern is very different than any for-profit company.

1. **Knowledge of Homelessness and Its Causes.** It is puzzling to some that Central City Concern provides a wide array of chemical dependency services as well as housing. It seems to outsiders to be two different businesses. In fact, it is not. The knowledge of homeless people that the agency has gained through its chemical dependency treatment programs is directly applied in its housing programs. We understand the course of the diseases of chemical dependency and mental illness. We understand how to intervene in the process and bring stability to the lives of the tenants.

This is done through use of many resources. Although we have had notable success with our alcohol and drug free housing, most of our housing is for "general populations". Although many people coming into these buildings are homeless, a significant number are not. However, all of them have need for community. Many need services. We understand that significant numbers of people coming into the housing will be practicing alcoholics and addicts. In the past, our buildings all too often served as warehouses for people until their chemical dependency and mental illness affected their behavior enough to cause their eviction. We would see former tenants in the shelters and in the streets.

In 1990, Central City Concern officially changed the manner with which it dealt with problems relating to alcohol and drug use. Building managers are now trained in interventions. Tenants whose chemical dependency is causing behavior that will lead to an eviction are given a choice: either they are evicted from the building or go into treatment. Some tenants faced with this ultimatum are not ready to deal with their disease and go out into the streets or into one of the very substandard privately owned SRO's. For other tenants, the fact they are about to lose their housing (something that is difficult to come by) constitutes their "hitting bottom". They sign an agreement to go through the chemical dependency treatment available through the HADIN network, and their near-eviction is the beginning of a clean and sober life.

Similarly, Central City Concern staff are trained to deal with tenants' mental illness. Central City Concern enjoys an outstanding working relationship with Mental Health Services

West, the mental health treatment provider for west Portland. Tenants whose behavior appears to be linked with mental illness are referred to Mental Health Services West for treatment. These are not casual referrals. Our managers know their case managers by name. Case managers have specific assignments to work with the residents in our buildings. The case manager and the Central City Concern building manager work jointly to stabilize the resident in the housing project or to effect a successful transfer to a structured facility. Symptoms of mental illness are not always pleasant to cope with. Providing this sort of support system is far beyond the practices of for-profit property management.

2. **Tenant Selection.** Literally dozens of social service agencies make referrals into the buildings. Having relationships of trust and mutual respect is essential if difficult populations are to be housed. Obviously, many applicants for our housing must be screened-out. Persons with histories of violence must be barred from the buildings, unless subsequent treatment for substance abuse or mental illness makes the person an acceptable risk. People who cannot pay the rent cannot be accepted into market rate buildings. People with severe physical or mental problems that make them unable to be self-sufficient must only be placed in those buildings with adequate staffing and building design to cope with their needs.

The constant challenge is to accept everyone possible, but keep out those tenants who pose a threat to the other tenants in the building. Central City Concern accomplishes this by utilizing 14 years of interrelationships with other agencies in the community. Many clients come to Central City Concern by referrals from agencies such as Northwest Pilot Project, the Red Cross, and the State of Oregon Senior and Disabled Services Division. These agencies have been very forthright regarding the condition of their clients, and we are usually able to place their client in a building that serves his or her needs. These agencies have also learned not to refer clients whose behavior is dangerous, and are candid in their assessments with us.

Since many tenants have no previous address, we are able to use our network of treatment providers, shelter providers, and other social service agencies to learn the history of most housing applicants. Thus, we are able to exclude those persons who pose a danger to the buildings without having to cut a broad swath and reject someone merely because they do not have traditional apartment references.

Central City Concern also keeps a Tenant Alert List that is updated system-wide. Any person who has been evicted from our buildings for violence or nonpayment of rent is listed

(including physical descriptions and any aliases) so that bad tenants cannot "shop around" to other Central City Concern buildings. A person may have his or her name removed from the list by the Director of Housing Management. (For example, if a person were evicted for nonpayment of rent and later gave us the money owed, his or her name would be removed from the list. Similarly, if a person exhibited violent behavior due to mental illness and was now receiving regular case management by Mental Health Services West, and the case manager would vouch for the person, he or she would also be removed from the Tenant Alert List.)

3. **Assisting Residents to Meet Their Needs.** Central City Concern property management staff do far more than just care for the building. They are responsible for assisting the tenants in those buildings to access available resources. Examples of assistance are helping residents get food stamps, telling them how to get free clothing, assisting them to find appropriate medical care, directing them to agencies that will help them sign up for benefits such as SSI, arranging hospice care for terminally ill residents who choose to spend the last days of their life in their own rooms, directing residents to affordable and free meals, and a myriad of other services. Every day, dozens of residents are assisted to find basic services for which they are eligible. These sorts of services make their living situation more stable and increases their probability of staying housed.
4. **Bringing Services to the Buildings.** Some of Central City Concern's buildings have services programmed into the funding of the building. For example, the Shoreline has job placement services available as part of its funding. Residents of the Sally McCracken Building all pursue programs of recovery off-site as part of that building's program design.

Other buildings have no services. To assist the persons in those buildings, Central City Concern has a large network of agencies with which it works cooperatively to increase the services available. For example, the Downtown Chapel has "adopted" the Foster Apartments. The Downtown Chapel has staff and a large corps of volunteers and interns from the University of Portland. They provide mental health counseling to the residents, transportation, medical assessments and referrals, plan special events (such as days at the zoo), and assist tenants to sign up for benefits to which they may be entitled. The Downtown Chapel chose the Foster Apartments because of its desire to work in a supportive housing environment operated by Central City Concern.

Another example is our close working relationship with Sister Maria Francis of Outreach Ministries. Sister Maria provides care for extremely disabled people. She provides everything

from money management, to cleaning their rooms if they are incapable, to physically bathing them if they need that level of assistance. We are able to house people that we could never otherwise house if Sister Maria were not committed to the welfare of these people. We have an agreement with Sister Maria that we will house her clients with the understanding that if one of them gets out of hand she will help us move the client from the building. That level of mutual support has been key to our ability to house her clients.

Another example is our program with Mind-Empowered at the Danmoore. Mind-Empowered is an innovative consumer-based mental health nonprofit. They were able to obtain a contract with the State of Oregon to provide housing and services for people leaving state mental institutions. However, there were literally no places that would house their clients. We were able to reach an agreement that Mind Empowered residents would come into one of our buildings under a behavioral contract. If the tenants violate the requirements of the contract, Mind Empowered will take them from the building. We will also call Mind Empowered case managers at the first evidence of problem behavior, so they can take corrective action with the client before the situation becomes a serious problem. This has been a very effective and positive program for all concerned.

These are only three examples of literally dozens of relationships with many nonprofit and governmental agencies that rely on Central City Concern's knowledge of their population to make this very difficult kind of housing work.

5. **Hiring from the Community: Why It Works.** Central City Concern has long had a practice of hiring from the community. We are the largest employer in Old Town. Our ability to transition employees from homeless people who use vast sums of public resources to taxpaying citizens saves Oregonians literally millions of dollars annually. Currently, Central City Concern has 177 employees. About 75 percent are formerly homeless and/or recovering alcoholics and addicts. Without the services this agency provides to permanently end the cycle of homelessness, and our willingness to act as a first employer, it is safe to assume that most of the formerly homeless employees of the agency would still be using the system, instead of contributing to it.

People unfamiliar with the line staff might conclude that, because Central City Concern is hiring formerly homeless people, that they are doing a less than professional job or that we have less expectations of performance than other employers. Nothing could be further from the truth.

Most Central City Concern jobs are serving on the front lines and dealing directly, for eight hours a day, with people that

the rest of the community will cross the street to avoid. The hard jobs of the CHIERS workers are very visible and bring frequent expressions of admiration from the community. Far fewer people see the workers in the Sobering Station, cleaning off lice, vomit, and excrement from a client. No one sees the Housing employee sitting up with a terminally ill resident or holding the hand of a person seeing demons while waiting for the mental health case worker to arrive. The men and women who work for Central City Concern literally put their lives on the line in this community every day.

Who would do this kind of job? This sort of job in any community will either be held by those who detest the position and whose anger is taken out on the clients and the tenants, or the jobs will be held by people who believe they have something to give to the community. People who are working for Central City Concern are proud to give back to the community.

An example of the productivity of motivated, caring employees is seen in Housing. Entry level workers earn the same wages as employees in property management firms throughout the state. Typically, property management employees are responsible for keeping a building clean, may undertake some minor repair work, and may have some security function. Central City Concern Housing employees do those tasks. They also provide the wide array of services and referrals described earlier in this paper. They work harder and perform more tasks than their equivalents in the private sector because it is expected of them and because it is a part of their personal commitment to the community.

Central City Concern understands the need to train its employees to undertake these tasks. For several years, Central City Concern has published The SRO Housing Management Handbook, the definitive work on how to successfully manage SRO's. We have sold hundreds of copies of the book nationwide. All Housing Employees are required to read and be proficient in the book before they can work for the agency. It includes practical, easily applied information on everything from key Landlord Tenant Act requirements to how to respond in case of emergency.

Central City Concern provides on-going training for its Housing employees. Managers meet weekly to communicate issues and receive training. Recent training topics have been utilization of the Police in Old Town, dealing with tenants with AIDS, how to handle sexual harassment among tenants, use of State Senior Service Division programs, and proper use of cleaning materials. Central City Concern has a supportive

management structure in which building managers and other employees know that they can receive answers and assistance 24 hours a day.

Homeless people are not put into positions of authority overnight. Supervisory positions require a minimum of two years of sobriety for persons in recovery. Employees are expected to work their way up from entry-level positions. The large majority of line staff supervisors (building managers and Hooper Center program supervisors) followed this route. The average length of employment of current line staff supervisors is more than 5 1/2 years.

Doesn't Central City Concern Housing Management Cost a Lot More than Other Housing Management? No. Central City Concern generally charges a management fee of 7.5 percent, the same amount that is charged by for-profit property managers in PDC-financed SRO's. In fact, since Central City Concern generally does not charge as many expenses against the buildings as the profit-motivated firms, our actual administrative costs in a building are often somewhat less than for-profit managers in PDC-financed SRO housing.

There is one area in which Central City Concern does cost more. Unlike for-profit property managers, we provide health care benefits and sick and vacation leave to our employees. As has been amply demonstrated in the State and national efforts for universal health care, the cost of not providing medical insurance costs taxpayers in this country huge amounts of money. The projects we own or manage all have significant amounts of public funds invested in them. We believe that the public has paid enough when their tax monies were used to construct and subsidize these projects. We do not believe that taxpayers should have to pay again by footing the bill for emergency medical care for our employees.

Our organization, including our Housing programs, operates with a positive cash flow, and has done so for the past four years. We balance our budgets, keep our operations lean, and provide high quality services to our clients and the community. We welcome all who are interested to come and look through the operations at any time. We are proud to show Central City Concern's role in providing quality services that provide hope, dignity and opportunity for thousands of Oregonians each year.