

Homeless System Transformation

This Implementation Framework is designed to move forward with the Technical Assistance Collaborative’s (TAC) 10 recommendations delivered to the Lane County Commissioners and Eugene City Councilors in January 2019. TAC recommendations may be broadly organized into three categories:

- 1) Expanding the edges** of the homeless service and supportive housing system by enhancing and more effectively outreaching to people experiencing homelessness and building out the inventory of supportive housing and services;
- 2) Strengthening the core** of Lane County’s coordinated systems approach to homelessness by better coordinating a strategic and data driven community-wide response, adding to diversion, prevention, coordinated entry, navigation services; and
- 3) Enhancing the rapid response** by providing better emergency housing with integrated supportive services and housing navigation; building a new low-barrier 75-bed Shelter/Navigation Center; developing mobile socio-health care teams to serve people where they are and allocating flexible funds to creatively respond to emerging needs.

3+ Year Implementation Framework

The Framework below identifies key milestones for each year of implementation. The majority of TAC’s recommendations are achievable in 3 years. However, the complexity inherent in developing Permanent Supportive Housing necessitates a 5+ year implementation strategy for this item.

| Homeless Service System Transformation 3+ Year Implementation Plan | | | | | | |
|---|---|--|--|-----------------|------------------|--|
| | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 | IMPACT |
| Temporary Shelter/ Navigation Center | Expand Services | Maintain | Taper | | | Temporary expansion tapering as New Emergency Shelter/Navigation Center comes online |
| Durable Shelter/ Navigation Center | Design/ Site | Build | Operate | | | New Emergency Shelter/Navigation Center |
| Permanent Supportive Housing Development | 50 units | 50 units | 75 units | 75 units | 100 units | 350 units |
| People | 6 FTE | 7 FTE | 6 FTE | | | 19 FTE |
| Strategic Initiatives Manager | Initiate Collective Impact process | Secure and deploy resources | Secure and deploy resources | | | Broad community engagement |
| Impact | Collective Impact Process 50 units PSH 6 FTE | Collective Impact Resources 50 units PSH 7 FTE | 75 Bed ES/Nav Center Collective Impact Resources 75 units PSH 6 FTE | 75 units PSH | 100 units PSH | 350 units PSH 19 FTE 75 Bed ES/ Nav Center |

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Making an Immediate Difference

- Establishment of a year-round navigation center at the Dusk to Dawn site providing expanded supportive navigation services as a bridge strategy until a new Emergency Shelter/Navigation Center opens.
- Design and siting work toward a new 75-bed, Low-Barrier Emergency Shelter/Navigation Center.
- Develop and implement mobile street outreach teams to deliver services to people where they are.
- 51 units of Permanent Supportive Housing, the Commons on MLK, beginning construction Fall 2019
- Strengthening system coordination for diversion, coordinated entry, navigation and move on strategies.
- Flexible Funding to respond to people's immediate needs.
- Collective impact process led by a Strategic Initiatives Manager.

Links to Existing Efforts

TAC implementation will complement and link to existing homeless and supportive housing and service programs and initiatives sponsored by the City of Eugene and Lane County to address homelessness. The following are some examples of existing initiatives that have added capacity in recent years:

Dusk to Dawn: Established by Lane County and the City of Eugene in December 2015, Dusk to Dawn provides sites for people to sleep overnight. A St. Vincent de Paul site for individuals in northwest Eugene has been expanded over the past three years from 80 beds, to 115, and this year to **215 beds**. St. Vincent de Paul also operates a site that serves families with children in southeast Eugene that has a capacity to serve **20 families**.

Car Camping and Safe Parking Programs: Car Camping and Safe Parking programs, run in partnership with St. Vincent de Paul, currently host over **90 single spaces and 8 family spaces at over 43 addresses**, both public and private. The Cities of Eugene and Springfield, and Lane County, sponsor these programs. St. Vincent de Paul administers the program, providing sanitary facilities as well as camper screening and placement.

Rest Stops: Rest stops provide approved sites where people experiencing homelessness can sleep in tents or Conestoga huts, keep their belongings, and receive assistance connecting with social services. Currently, 5 rest stops managed by local non-profits are in operation, serving up to **92 people** at any one time.

Community Outreach and Response Team (CORT): A partnership between the Downtown Eugene Police Team and CAHOOTS, this team identifies top users of police resources in the downtown area and spends two days a week working with individuals to help them address underlying needs and barriers. CORT has helped **31% of their clients enter housing**.

Frequent User System Engagement (FUSE): Lane County's FUSE, is a supportive housing program for the top **100 homeless individuals** who have been the most "frequent utilizers" of Lane County's public services including law enforcement, jails, and emergency medical services. A partnership between Lane County, Laurel Hill, ShelterCare, Willamette Family Treatment, Senior & Disabled Services, local jails and law enforcement, FUSE engages people with outreach, case management, housing search, housing units and/or rental assistance, care coordination and ongoing support. In its pilot year, participants experienced an **82% drop in arrests, a 75% drop in citations, a 26% decrease in emergency room visits, a 53% drop in healthcare costs, and a 50% decline in jail intakes**.

Veterans Housing Project: An extension of operation 365, the Veterans Housing Project is a collaborative effort between individuals, businesses, governmental agencies, non-profits, service clubs, and others to acquire and rehabilitate distressed properties to provide affordable rental housing for veterans and their families. More than **500 veterans** have been housed since program inception in 2014.

Timing:

The County Administrator and Eugene City Manager will bring their recommendation for financing the first year of the implementation plan to the Lane County Board of Commissioners and the Eugene City Council for approval. Additional service capacity will be phased in during year one.