



Eugene City Council

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EUGENE CITY COUNCIL AGENDA

October 14, 2020

**12:00 p.m. JOINT WORK SESSION OF THE EUGENE CITY COUNCIL AND THE
LANE COUNTY BOARD OF COMMISSIONERS**

Due to Governor Kate Brown's Stay Home, Save Lives Executive Order to combat the spread of Covid-19, this meeting will be held remotely using virtual meeting technology. Information about online or other options for access and participation will be available at <https://www.eugene-or.gov/3360/Webcasts-and-Meeting-Materials>

**Meeting of October 14, 2020;
Her Honor Mayor Lucy Vinis Presiding**

Councilors

Emily Semple, President
Mike Clark
Chris Pryor
Betty Taylor

Jennifer Yeh, Vice President
Greg Evans
Claire Syrett
Alan Zelenka

**12:00 p.m. JOINT WORK SESSION OF THE EUGENE CITY COUNCIL AND THE
LANE COUNTY BOARD OF COMMISSIONERS**

1. JOINT WORK SESSION: Homeless Systems Transformation

For the hearing impaired, an interpreter can be provided with 48 hours' notice prior to the meeting. Spanish-language interpretation will also be provided with 48 hours' notice. To arrange for these services, contact the receptionist at 541-682-5010. City Council meetings are telecast live on Metro Television, Comcast channel 21, and rebroadcast later in the week.

El consejo de la Ciudad de Eugene agradece su interés en estos asuntos de la agenda. El lugar de la reunión tiene acceso para sillas de ruedas. Se puede proveer a un intérprete para las personas con discapacidad auditiva si avisa con 48 horas de anticipación. También se puede proveer interpretación para español si avisa con 48 horas de anticipación. Para reservar estos servicios llame al 541-682-5010. Las reuniones del consejo de la ciudad se transmiten en vivo por Metro Television, Canal 21 de Comcast y son retransmitidas durante la semana.

For more information, contact the Council Coordinator at 541-682-5010,
or visit us online at ***www.eugene-or.gov***.

EUGENE CITY COUNCIL AGENDA ITEM SUMMARY



Joint Work Session: Homeless Systems Transformation

Meeting Date: October 14
Department: Central Services
www.eugene-or.gov

Agenda Item Number: 1
Staff Contact: Sarai Johnson
Contact Telephone Number: 541-682-6503

ISSUE STATEMENT

The purpose of this work session is to update City of Eugene and Lane County elected officials on the implementation of homelessness systems transformation, including long and short term financial plans, looking at how short term emergency solutions (winter during COVID-19 and fire response) feed into big-picture shelter expansion and systems change goals outlined in the Lane County Shelter Feasibility Study (commonly referred to as TAC).

BACKGROUND

Over many years, homelessness in Lane County and particularly Eugene has risen both in number and visibility of people experiencing a lack of shelter or housing. The Homeless By Name List (HBNL) shows an unduplicated 8,097 people accessed homelessness services year to date in 2020.

While the numbers of people living outside or otherwise inadequate shelter (sleeping in places not meant for human habitation) continue to climb, the sheltering system in Eugene and the County has seen a net loss of 195 shelter beds since the start of the pandemic due to physical distancing requirements. This net loss has improved (from an initial loss of 250 beds) with the Mission opening additional low-barrier beds and the City of Eugene's establishment of new microsites and expansion of car camping locations.

Current COVID-19 conditions, including increased cases within the County, necessitate non-congregate sheltering options to prevent overreliance on congregate warming programs. In response to this need for more non-congregate shelter, Eugene City Council recently approved the establishment of 5 new rest stops, adding 75 beds upon opening and as many as 100 beds after 6 months of operation. In the pandemic environment, continuing this expansion of non-congregate shelter access can help prevent an even greater public health crisis by creating places where people can shelter in place, practice hygiene and physical distancing, and get access to basic needs to stay healthy and keep their neighbors and community members safe.

In the spring of 2018, Lane County and the City of Eugene selected the Technical Assistance Collaborative (TAC) to conduct a shelter feasibility study for Lane County. The study included analysis of the homeless service system map, homelessness data, best practices, and local economic conditions, to produce a final report related to homeless services and public shelter options. This report set the stage for policy makers, community providers and the community at large to begin having policy discussions about how to address the recommendations provided by TAC.

On January 22, 2019, following a presentation to the joint elected officials, Eugene City Council approved the final Technical Assistance Collaborative Homelessness Systems Analysis Report (titled “Lane County Shelter Feasibility Study”). Council also passed a motion, directing the County Administrator and City Manager to work together to establish, by May 1, 2019, a framework for implementing the recommendations in the TAC report and supporting establishment of a joint steering committee. Lane County Commissioners verbally supported the direction and deferred formal action to a future board meeting. The City and County determined that the appropriate next step would be for each organization to assign a manager tasked with co-leading the process of developing the implementation framework. The framework was developed in consultation with a steering committee comprised of Mayor Vinis, Councilor Syrett, Lane County Commissioners, and representatives from the Poverty and Homelessness Board. The steering committee developed a framework for implementing the 10 recommendations delivered in the Lane County Shelter Feasibility Study.

On May 13, 2019, City and County staff charged with leading the development of the TAC implementation framework presented to elected officials at a joint work session the Homeless Service System Transformation Framework that was developed by the steering committee (the “Service Framework”). Within that Service Framework, the City and County identified several immediate actions that could be taken to respond to homelessness in the short term as both organizations collaborate to develop a more in-depth strategic approach. Council took action to approve the framework for implementation of steering committee strategies and passed a motion directing the City Manager to move forward with year one implementation plans, and return with a work plan, budget, financial plan, and performance metrics for Council approval.

On July 17, 2019, staff returned to City Council with specific recommendations for allocating \$1.9 million to begin implementing the Service Framework. At that meeting, Council adopted a motion approving the proposed TAC Implementation \$1.9 million Recommendations funding allocation plan.

On June 8, 2020, staff reported to City Council regarding COVID-19 pandemic responses and progress on TAC implementation. At the June meeting, Council expressed interest in updating the forecasting metrics used in the TAC report, discussed creating more housing units, inquired as to the status of the former Veterans Affairs Clinic located at 100 River Ave, and conveyed a willingness to expand microsites and rest stops to accommodate people in need of shelter.

On July 28, 2020, Eugene City Council and the Board of County Commissioners met together and staff presented the HBNL and proposed projections for adding shelter beds, Permanent Supportive Housing units, and other housing and shelter options.

On September 30, 2020, City Council approved five new rest stops, creating the opportunity to place up to 75 shelter beds by winter and as many as 100 after 6 months of operation.

For the past year Lane County and City of Eugene staff have been working to advance the year one implementation strategies set out in the Service Framework, including expanding temporary sheltering, developing potential siting options for the shelter and navigation center, supporting the siting of permanent supportive housing, and hiring a Joint Housing and Shelter Strategist to advance these

strategies and champion the system-level work. Work is also underway to implement Coordinated Outreach and Landlord Engagement as well as stand up low-barrier, non-congregate emergency shelter in light of the constraints the pandemic imposes.

PREVIOUS COUNCIL DIRECTION

[Sept. 30, 2020](#): Council Work Session

City Council moved to proceed with proposed rest stop strategy, engagement plan, and timeline to establish new rest stops to be operational before December 30, 2020. (Motion passed)

[July 28, 2020](#): Joint Work Session

Staff provided an update of the homeless service system including the current number of unduplicated individuals accessing services in Lane County, impacts to emergency shelter due to the COVID-19 pandemic, and implementation plan.

[July 21, 2020](#): Board of Commissioners Morning Meeting

Staff presented a draft Inclement Weather Strategies plan to increase non-congregate shelter options for the 2020/2021 winter under the COVID-19 pandemic.

[June 8, 2020](#): Council Work Session

Staff provided an update of the homeless service system, including the COVID-19 pandemic response, programs and partnerships, implementation plan, funding, new outreach teams, and options.

[July 17, 2019](#): Council Work Session

City Council moved to adopt funding recommendations. (Motion passed)

[May 13, 2019](#): Joint Work Session

City Council supported the homeless services system improvement plan framework, that the City Manager move forward on immediate actions over the next year and direct the City Manager to bring back for council approval a work plan, budget, and performance measures to identify success as soon as practical. (Motion passed)

ATTACHMENTS

- A. Financial Projections
- B. Implementation Framework and Timeline

FOR MORE INFORMATION

Staff Contact: Sarai Johnson
Telephone: 541-682-6503
Staff E-Mail: sarai.johnson@lanecountyor.gov

CONSOLIDATED FUNDING PROJECTIONS COE/LC
Initial implementation plan approved 13 May 2019

		5-YR INVESTMENT	ALLOCATED	GAP
PROGRAM MANAGEMENT AND IMPLEMENTATION				
TAC	ACTUAL			
1.0 FTE Program Manager	Joint Shelter and Housing Strategist	\$ 1,050,000.00	\$ 1,050,000.00	\$ -
Not included in projections	Program Development and Evaluation	\$ 105,620.95	\$ 105,670.00	\$ -
Not included in projections	Program Management and Partner Engagement	\$ 384,640.00	\$ 384,640.00	\$ -
Not included in projections	COE Contingency Set-Aside (includes TAC Program Mg	\$ 65,000.00	\$ 65,000.00	\$ -
		\$ 1,605,260.95	\$ 1,605,310.00	\$ -
OUTREACH				
TAC	ACTUAL			
5.0 FTE Outreach Workers	5.25 Outreach Workers	\$ 1,070,000.00	\$ 395,000.00	\$ 675,000.00
1.0 FTE Outreach Coordinator/Manager	1.0 Outreach Program Services Coordinator	\$ 509,852.00	\$ 509,852.00	\$ -
Mobile Technology	Mobile Technology/Licenses	\$ 57,812.00	\$ 35,859.00	\$ 10,000.00
Barrier Buster Fund	Barrier Buster Fund	\$ 200,000.00	\$ 100,000.00	\$ 150,000.00
		\$ 1,837,664.00	\$ 1,040,711.00	\$ 835,000.00
LANDLORD ENGAGEMENT				
TAC	ACTUAL			
2.0 FTE Housing Partner Coordinator	2.0 FTE Housing Parnter Coordinator	\$ -		
		\$ 450,000.00	\$ 60,000.00	\$ 260,000.00
Landlord Risk Mitigation Fund	Landlord Risk Mitigation Fund	\$ 200,000.00	\$ 50,000.00	\$ 150,000.00
Landlord Incentives	Landlord Incentives	\$ 300,000.00	\$ -	\$ 300,000.00
		\$ 950,000.00	\$ 110,000.00	\$ 710,000.00
NAVIGATION CENTER/LOW-BARRIER SHELTER				
TAC	ACTUAL			
Capital Expense	Capital Expense (Purchase, Retrofit)	\$ -		
		\$ 5,900,000.00	\$ 5,900,000.00	
Operations	Operations	\$ 6,300,000.00	\$ 4,200,000.00	\$ 3,150,000.00
	Alternative Shelter & Winter (updated @ JEO July 20	\$ 4,100,000.00	\$ 4,100,000.00	
		\$ 16,300,000.00	\$ 14,200,000.00	\$ 3,150,000.00
DIVERSION AND RAPID RESOLUTION				
TAC	ACTUAL			
6.0 FTE Diversion Specialists	3.0 FTE Diversion Specialists	\$ 1,100,000.00	\$ 1,100,000.00	
Diversion Fund	Diversion Fund	\$ 100,000.00	\$ 100,000.00	
		\$ 1,200,000.00	\$ 1,200,000.00	
RAPID REHOUSING COORDINATION				
TAC	ACTUAL			
Rapid Rehousing Fund	Rapid Rehousing Fund	\$ -		
		\$ 500,000.00		\$ 500,000.00
		\$ 500,000.00		\$ 500,000.00
COORDINATED ENTRY				
TAC	ACTUAL			
2.0 FTE Coordinated Entry Specialists	2.0 FTE Coordinated Entry Specialists	\$ -		
		\$ 612,500.00	\$ 262,500.00	\$ 350,000.00
3.0 FTE Housing Navigators	3.0 FTE Housing Navigators	\$ 786,000.00	\$ 261,000.00	\$ 525,000.00
		\$ 1,398,500.00	\$ 523,500.00	\$ 875,000.00
PERMANENT SUPPORTIVE HOUSING				
TAC	ACTUAL			
350 Units of PSH	356 Units of PSH	\$ 7,955,000.00	\$ 3,605,000.00	\$ 4,350,000.00
Alternative PSH Model Pilots	Alternative PSH Model Pilots	\$ 600,000.00		\$ 600,000.00
Mobile PSH Team Pilot	Mobile PSH Team Pilot	\$ 1,000,000.00		\$ 1,000,000.00
Increase PHA Standard	Increase PHA Standard	\$ -		
		\$ 9,555,000.00	\$ 3,605,000.00	\$ 5,950,000.00
MOVE-ON STRATEGIES				
TAC	ACTUAL			
No Budget Line-Item	TBD - could be voucher value, case management, or may not have budget implication	\$ -		
TENANT SUPPORTS				
TAC	ACTUAL			
No Line-Item	TBD	\$ -		
TRAINING AND BEST PRACTICES				
TAC	ACTUAL			
Unspecified FTE for Coordination	CoC Lead FTE included in Overall Program mgt	\$ -		
Funds for hiring experts to train staff	Funds for hiring experts to train staff	\$ 98,100.00		\$ 98,100.00
Travel and expenses to attend trainings	Travel and expenses to attend trainings	\$ 175,000.00		\$ 175,000.00
Software to attend remote trainings	Software to attend remote trainings	\$ 7,500.00		\$ 7,500.00
		\$ 280,600.00		\$ 280,600.00
		\$ 33,627,024.95	\$ 22,284,521.00	\$ 12,300,600.00

Homelessness Systems Transformation

City of Eugene and Lane County

October 2020 Update

Joint Elected Officials: Eugene City Council and Lane County Board of Commissioners

TIMELINE

Where we are in time based on the initial implementation framework.

WE ARE HERE!



Year 1:
FY 19/20



Year 2:
FY 20/21



Year 3:
FY 21/22



Year 4:
FY 22/23



Year 5:
FY 23/24

Status of 3-5 Year Implementation

Based on initial adoption of TAC Recommendations May 2019, first FY of activity 19/20



Navigation Center/Public Low-Barrier Shelter

Year One: Design and Site Navigation Center ✓

Year Two: Build Navigation Center ✓

Year Three: Operate Navigation Center



Permanent Supportive Shelter

Year One: 50 Units ✓

Year Two: 50 Units ✓

Year Three: 75 Units

Year Four: 75 Units

Year Five: 100 Units

MLK Commons, Market Commons: 65

11th and Charnelton, 45 Units



Hire Joint Shelter & Housing Strategist

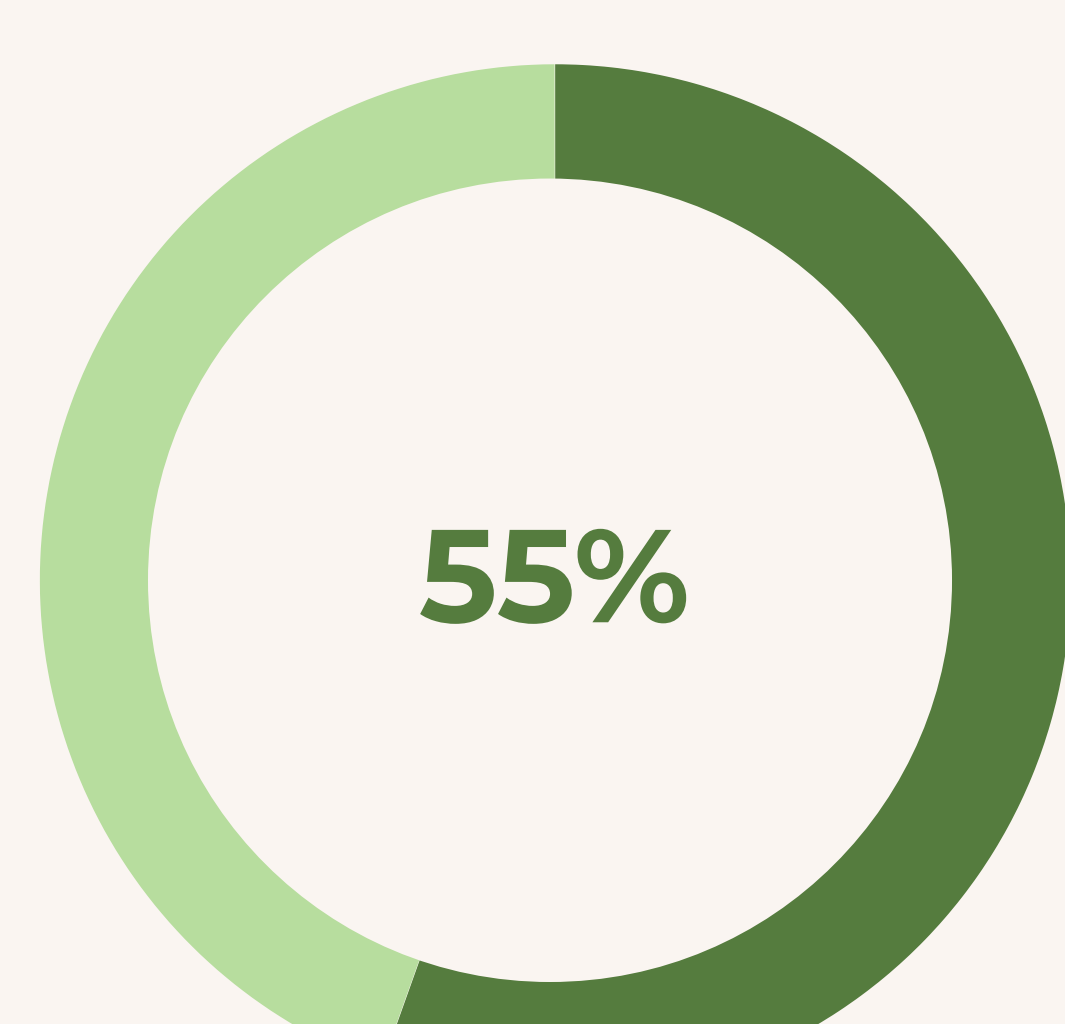
Year One: Hired; initiate Collective Impact Process ✓

Year Two: Secure and Deploy Resources ✓

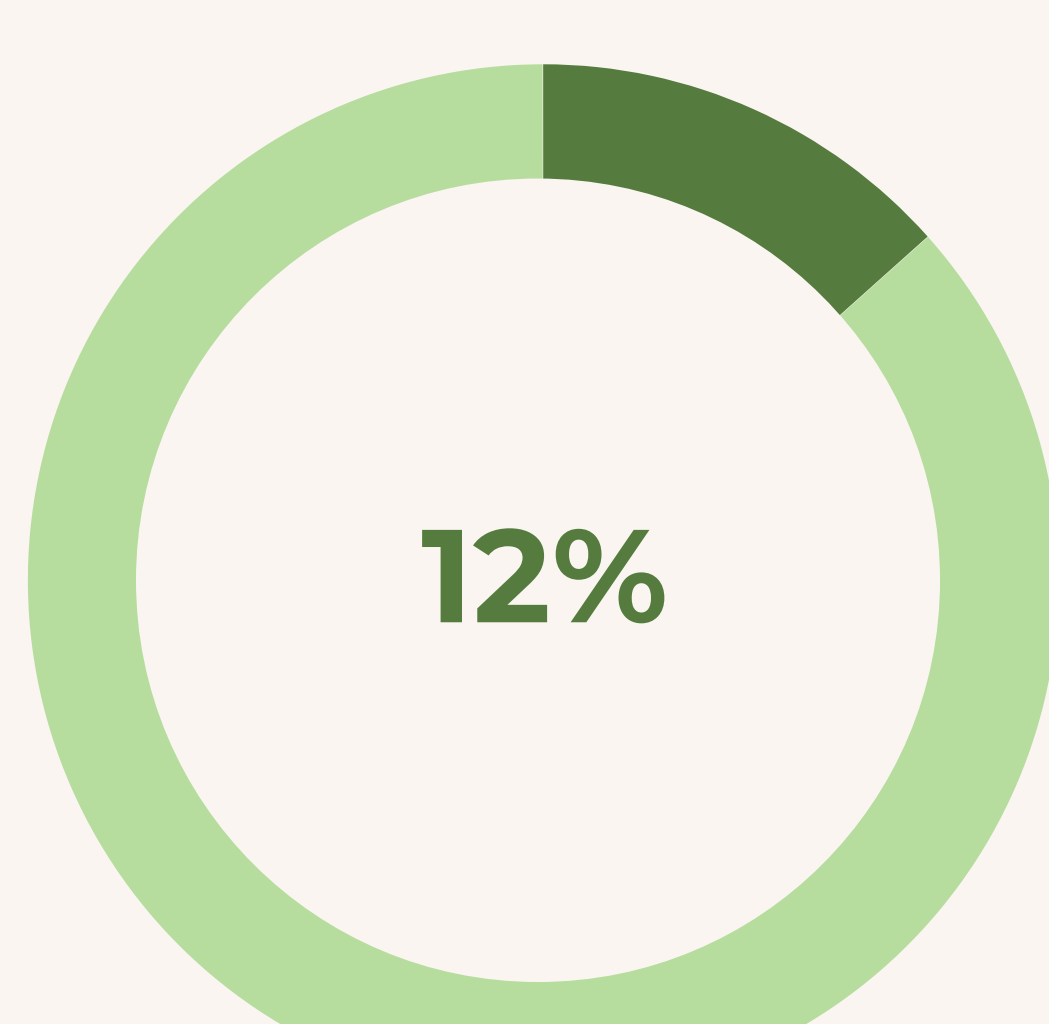
Year Three: Secure and Deploy Resources

Estimated Investment

Estimated Investment Over Five Years: Showing What Is In-Hand and What is to Be Obtained
Only Recommendations With Budget Impact are Included
(Excludes Tenant Supports and Move-On Strategies)



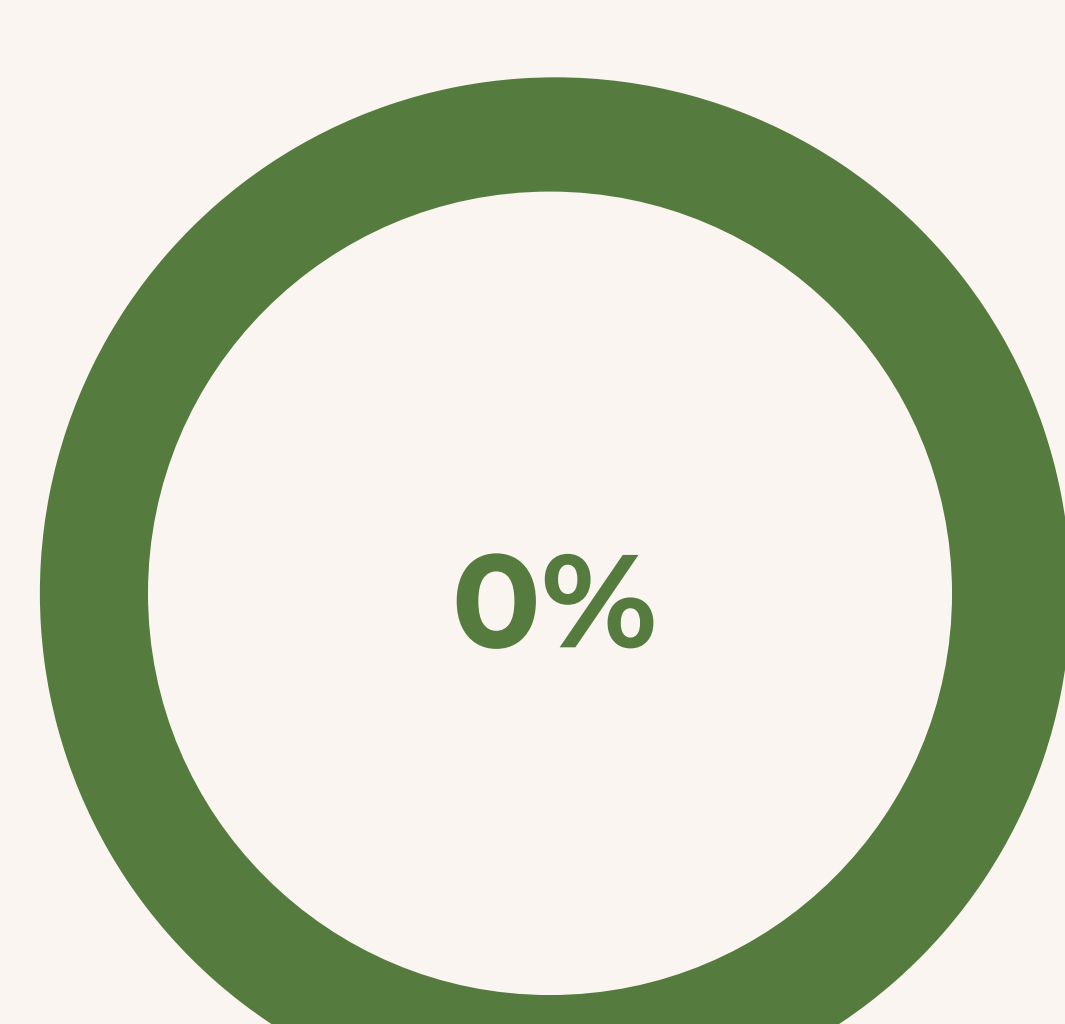
Outreach:
55%
Funded



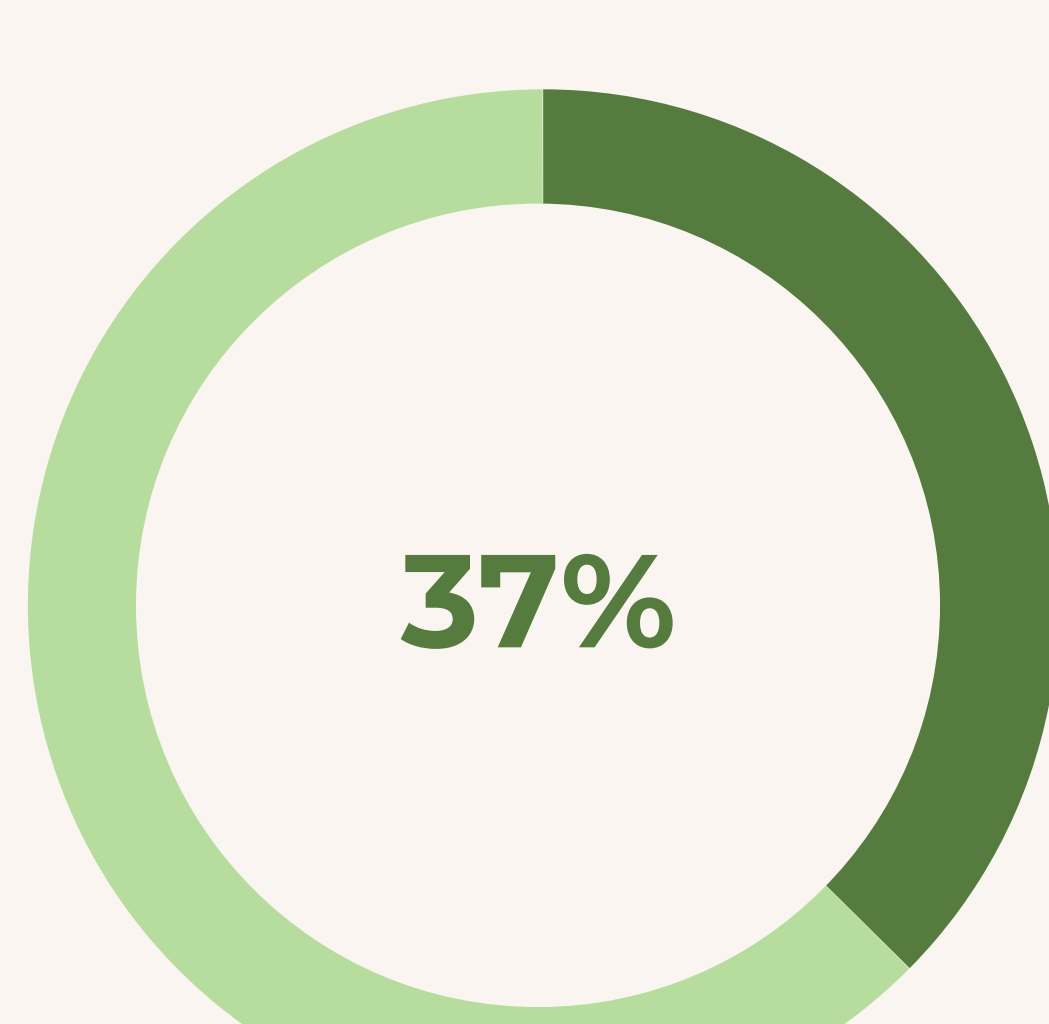
Landlord
Engagement:
12%
Funded



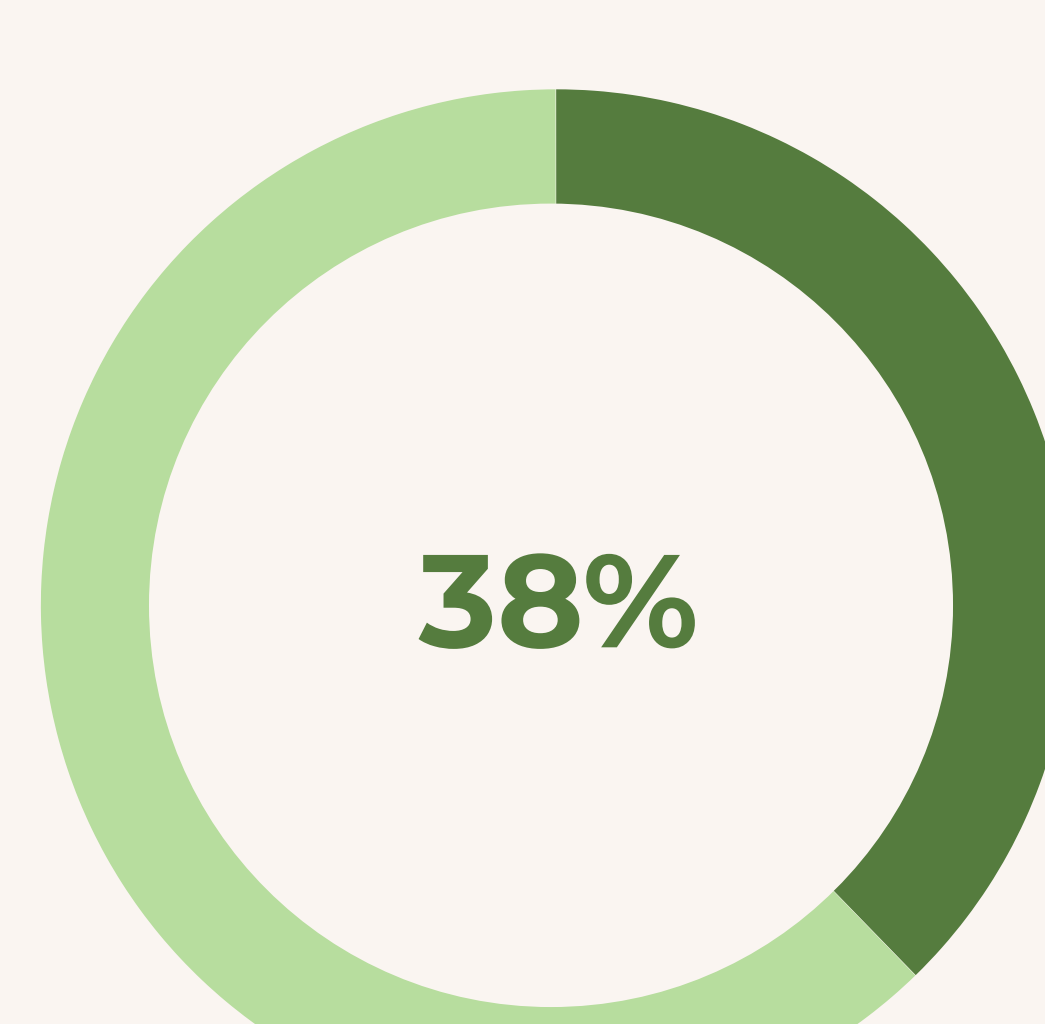
Rapid
Resolution:
100%
Funded



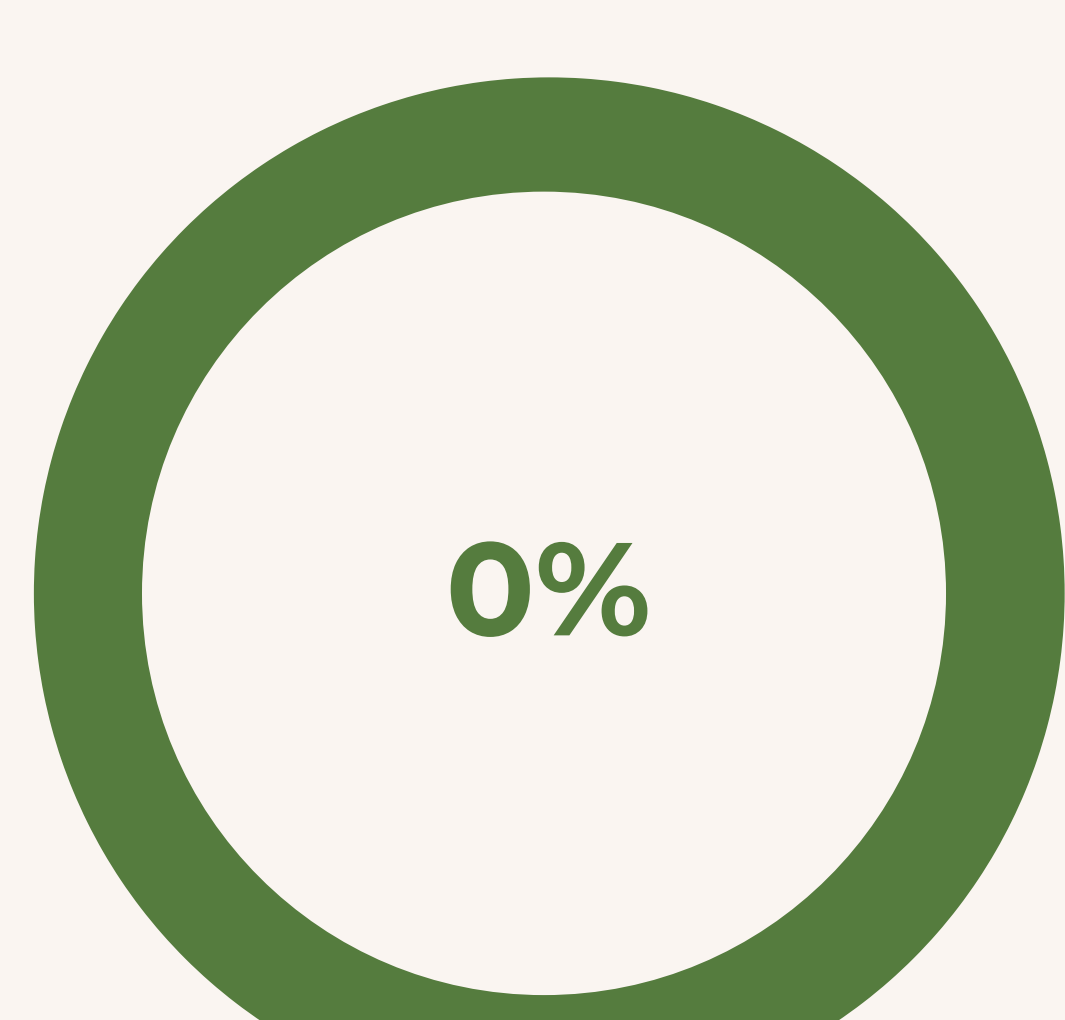
Rapid
Rehousing:
0%
Funded



Coordinated
Entry:
37%
Funded



PSH:
38%
Funded



Training:
0%
Funded



Program
Management:
100%
Funded



Please See Attached Financial Projections for More Details



Neighbors without houses are still neighbors.