

# Homelessness and Urban Camping Impact Reduction Program (HUCIRP)



## Strategic Plan 2019-2021



**OMF** OFFICE OF  
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## MISSION

The mission of the City of Portland's Homelessness and Urban Camping Impact Reduction Program (HUCIRP) is to work for all Portland community members to reduce the impact of unsanctioned urban camping within the City of Portland through responsive community education, collaboration, coordination with outreach providers, and risk mitigation.

## VISION

Our vision is to achieve a community where everyone has a safe and lawful place to sleep, access to basic hygiene, and public sanitation standards are maintained.

## GUIDING PRINCIPLES

1. Recognize and honor the inherent value and worth in all humans regardless of economic status, ability, age, race, religion, sexual orientation, or gender identity.
2. Employing the principles of [harm reduction](#), reduce the impact of homelessness on housed and unhoused City of Portland residents and visitors.
3. To effectively communicate the protected rights of unsheltered members of the community, the nuances of homelessness, jurisdictional authority, and the options available to our program for housed and unhoused Portland community members.
4. To cultivate transparent relationships with social service organizations.
5. Provide responsive, thorough, thoughtful, and equitable service to our internal and external partners.





# INTRODUCTION

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The City's Homelessness and Urban Camping Impact Reduction Program (HUCIRP) is responsible for coordinating cleanup, abatement, and removal/storage of personal property from unsanctioned campsites on City and State-owned properties/rights-of-way. HUCIRP also manages the City's One Point of Contact campsite reporting system.

HUCIRP develops and implements impact reduction strategies in addition to coordinating services with outside agencies and jurisdictions within the City of Portland. Core services include:

- Impact Reduction Services
- Campsite Cleanup
- Communication and Transparency

The 2019-2021 HUCIRP Strategic Plan provides a three-year roadmap for achieving the program's mission. This plan provides program stakeholders with the ability to better understand programmatic direction and focus. It will also help measure the efficiency and effectiveness of its work.

## WHY THIS PLAN?

According to the 2017 point-in-time count, there are approximately 4,177 people experiencing homelessness in Multnomah County. Of those, approximately 1,668 are living unsheltered.<sup>1</sup> Those figures are expected to grow. For HUCIRP to fully achieve its mission and realize its vision, it must have a plan that clearly outlines a path forward.<sup>2</sup>

## HOW WAS THIS PLAN DEVELOPED?

Beginning in fall 2017, HUCIRP began foundational work for this plan through:

- Discussions with program stakeholders and partners.
- Interviews and participation on workgroups and committees (A Home For Everyone, Public Safety Advisory Committees, Neighborhood Associations).
- Development of a needs assessment to solicit feedback on the strategies developed for this plan.

This work led to the identification of 14 strategies. Each strategy is supported by actions to help achieve the overall plan. Apart from strategy development, the central focus of this plan was to invite feedback from stakeholders, partners, and the housed and unhoused members of the community. The themes that partners highlighted were also echoed by the community at large. The main themes that emerged were:

- Increased communication about program processes.
- Increase access to hygiene/sanitation.
- Identify and create lawful places for people to sleep.

HUCIRP is working to strengthen its relationships with its partners and seeks ongoing feedback on this strategic plan. This feedback is pivotal to the program's success.

HUCIRP does not exist to solve homelessness but rather works to reduce the impact of unsanctioned urban camping throughout the City of Portland.

As a program, HUCIRP strives for continuous improvement in its service delivery and to be equitable, transparent, and responsive to the community members it serves - both housed and unhoused. This strategic plan and needs assessment have been designed to achieve those goals and to guide the program forward.

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<sup>1</sup> Multnomah County, Oregon. Homeless Point-In-Time Count, 2017. See <https://multco.us/file/63263/download>.

## STRATEGIC GOAL #1

### INCREASE COMMUNICATION ABOUT PROGRAM PROCESSES

- Expand the Homelessness Toolkit website as a resource for both housed and unhoused community members.
- Develop enhanced communications and Frequently Asked Questions to answer common stakeholder questions.
- Identify opportunities for data collection and workflow management including the creation of a real-time visualization of campsite cleanup efforts and complaint origin generation.
- Identify opportunities to increase public interaction and education on HUCIRP operations.
- Expand HUCIRP staff to include a data analyst to conduct operational analyses, cost forecasting, and data visualizations.
- Conduct internal and external education on current procedures and best practices.
- Create opportunities for individuals experiencing homelessness to provide the program with feedback on how its operations are impacting them.
- Strengthen the cleanup model based on risk assessment matrix to help identify and prioritize the cleanup of campsites that pose the highest public health and safety risks.
- Collaborate with the City's existing data visualization and performance management network to conduct data and operational analyses, improve data visualization, and increase transparency.
- Continue and strengthen partnerships with universities and graduate programs to recruit qualified individuals for internships/field placements that can add to the capacity and integrity of our program.

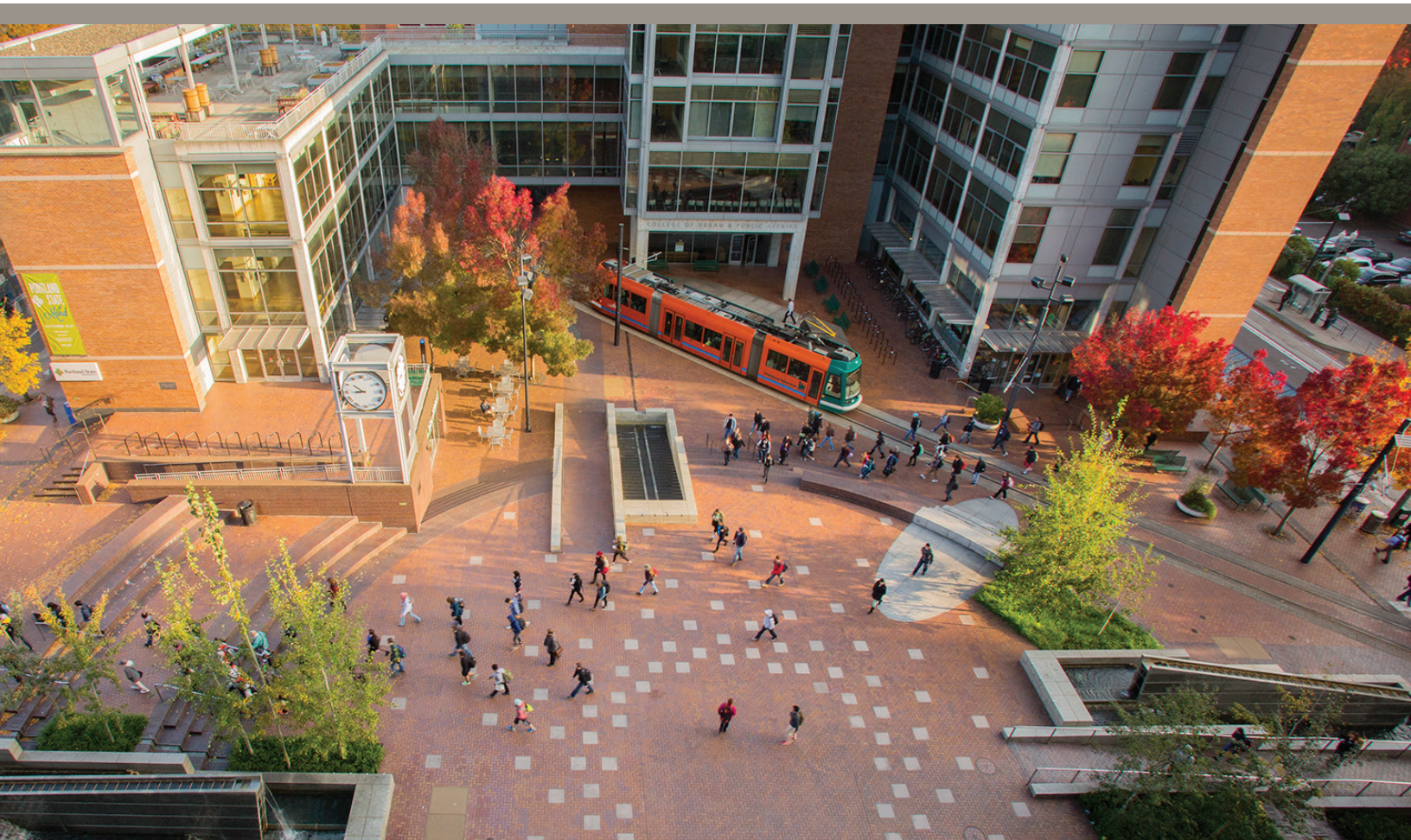


## STRATEGIC GOAL #2

### INCREASE ACCESS TO HYGIENE/SANITATION

- Support innovative approaches to workforce training, including support for organizations that hire and train individuals experiencing homelessness who are seeking employment opportunities and/or job training.
- Provide support and identify partners for projects that have high probability of reducing the impact of homelessness including projects that support and promote hygiene and provide access to sanitation.

Portland State University







Portland Building Temporary Shelter

## STRATEGIC GOAL #3

### IDENTIFY/CREATE LAWFUL PLACES FOR PEOPLE TO SLEEP

- Continue to work with the Joint Office of Homeless Services, Multnomah County, and other jurisdictions on public space management strategies that reduce the need for campsite cleanup interventions which require the removal and storage of personal property.
- Implement a model of collaboration and cooperation with Portland Housing Bureau, Prosper Portland, OMF-HUCIRP, and property owning bureaus to identify underutilized City properties, or properties in pre-development stages, that could be used for alternative shelter purposes to provide lawful and organized places for people experiencing homelessness to sleep.

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[www.portlandoregon.gov/toolkit](http://www.portlandoregon.gov/toolkit)



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