

City of Portland

Street Services Coordination Center Program Description

Problem statement:

The City of Portland and Multnomah County are tasked with services related to homeless individuals, families, encampment impacts, and people living in their vehicle through several City and County bureaus and agencies. The decentralized nature of City and County programs and services have resulted in a loss of efficiency and efficacy in achieving holistic and impactful results to improve and maintain community health and safety; and lacked sufficient coordination of services offered to those living outside. Unsheltered homelessness has continued to grow in Portland despite large investments in current service systems. Given the urgent need to maximize results from limited public resources and personnel, it is critical that the City of Portland and Multnomah County pull its decentralized programs and services into a collaborative team under a coordinated command structure.

Overview:

While significant progress has been made to improve coordination through the creation of the Homelessness and Urban Camping Impact Reduction Program, the Navigation Team, and a large expansion of shelter; many first responders still struggle to access shelter bed capacity and coordinate removals with genuine offers of alternative services or places for people to relocate to.

Thus, the Street Services Coordination Center (SSCC) is a collaboration of City of Portland and Multnomah County agencies to provide streamlined services to those living outside. SSCC engages in outreach to unsheltered individuals, encampments, and vehicles through a coordinated command structure (organizational graphic attached). SSCC primary focus is individuals living in high impact encampments (see council ordinance 190478), and individuals living in RVs and vehicles.

The SSCC coordinates both the connection of unsheltered individuals to shelter and other services and supports coordination of encampment cleanings and removals. As available and based upon eligibility, the program provides access to congregate shelter, safe rest villages, or hotel rooms and immediate transportation to those locations.

Background:

From 2021 Fall BMP budget notes: “The Street Services Coordination Center is being developed to better coordinate the many city and county agencies involved in addressing unsheltered homelessness. Structured as a unified command with representatives of City of Portland and Multnomah County departments which direct, plan, and coordinate responses to street behaviors and homelessness.”

As required by the March 2, 2022 Mayor’s Executive Declaration (MED), City Bureaus are required to participate in the SSCC under the command of the Incident Commander. For its duration, the MED, supersedes 2021 Fall BMP budget note requiring “...MOUs between the [city bureaus or] departments that report to the Street Service Coordination Center and command structure...”

One critical area of alignment for the Street Services Coordination Center will be ensuring designated access to shelter and sobering capacity (as it develops under Measure 110 and Behavioral Health Resource Center). Through memo directive in August of 2021, City Council has asked the Joint Office of Homeless Services (JOHS) to work with first responders to find the appropriate number of shelter beds dedicated to Portland Street Response, Portland Fire & Rescue, Portland Police Bureau, Impact Reduction Program, Parking Enforcement, and outreach (navigation) team programs.

New Investments & sub-department creation:

- Based on a two-year commitment, Fall BMP funds have been allocated to create:
 - 1 FTE: provide management and oversight of Street Service Coordination Center (SSCC), to be housed in the Office of Management and Finance (OMF) or Community Safety Division. Working position title: SSCC Director (will pay for current incident commander).
 - 1 FTE: Admin and logistics support for SSCC Director.
 - Impact Reduction Program budget additions:
 - 9- three-person hazmat remediation crews, \$3,439,800
 - 1- two-person supervisor team, \$225,860
 - Additional resource to cover increased dumping fees, \$209,340
 - Based on a two-year commitment (\$2.75 million annually), hire additional outreach workers with a range of expertise (approximately 20 staff). The Joint Office of Homeless Services will be responsible for identifying and contracting with community-based organizations.
 - 1 FTE: Provide staff capacity in the Joint Office to work under SSCC structure on the strategic deployment of outreach, shelter, and other homeless services. Working title: Shelter coordinator.
 - 1 FTE: in the Joint Office that is responsible for the day-to-day coordination of referrals coming from public space management entities and navigation outreach workers into current and future shelter beds allocated for referral by those entities and organizations.

Street Services Coordination Center Overview

Client Population	Primary focus is individuals living in high-impact encampments, vehicles, and MED zones.
Strategic Goal or Objectives	Coordinate the City's response both to homeless encampments and to behaviors that impact quality of life for all types of users in Portland's public spaces. SSCC strives to ensure that Portland's streets are healthy for everyone, regardless of their housing status.
Workload Source	<input type="checkbox"/> Self-Referral <input type="checkbox"/> 911 <input checked="" type="checkbox"/> One point of contact <input checked="" type="checkbox"/> On-views/ad-hoc <input checked="" type="checkbox"/> Scheduled <input checked="" type="checkbox"/> Police <input checked="" type="checkbox"/> Fire / PSR <input checked="" type="checkbox"/> Other: City sources, Quarterly Tent
Method of Contact	<ul style="list-style-type: none"> • One Point of Contact (i.e., Impact Reduction Program). • Information routed through city sources (elected officials, 311, PDX Reporter, Navigation Teams, Portland Police Bureau District Stations, Portland Fire & Rescue, Portland Street Response, Civic Life Community Safety Program, Portland Parks & Recreation Park Rangers, Portland Bureau of Transportation Parking Enforcement, Water Bureau, Bureau of Environmental Services, Bureau of Emergency Management.)
Response Type	<input type="checkbox"/> Emergency Response (< 20 M) <input type="checkbox"/> Rapid Response (<60 M) <input checked="" type="checkbox"/> Scheduled
Services Offered	<ul style="list-style-type: none"> • Referral to shelter (TPI, Safe Rest Villages, Do Good Multnomah, Central City Concern services, motel vouchers) • Referral to acute non-hospital settings (Multco Behavioral Health Resource Center, Unity, BHU, Cascadia Walk-in clinic) • Referral to substance use/abuse treatment • Medical triage and on-scene medical care (when Portland Street Response present/contacted) • Site cleanup and trash disposal (Rapid Response & Clean Start) • On demand transportation to shelters and other services
Department (Lead & Support)	Multi-Department Collaborative: Housed within SSCC with primary support from JOHS, IRP, PF&R, PSR, PPB, PBOT, SCT. Occasional collaboration with ODOT, PPR, BES, Water Bureau, MCDCJ, MCHD.
Number Teams/Staff	Dedicated staff include approximately 1 SSCC incident commander (supervisor / IRP manager), 1-2 impact reduction program staff and administrative staff, 1-2 JOHS shelter navigator leaders, 20 outreach staff, and 15-20 cleaning staff. 1 PBEM Decisionmaker to serve as a leader and logistics coordinator (connect regularly with SSCC Incident Commander). During resolutions, the size of teams is dependent on scope and timing of resolution but typically include IRP, PBOT, PF&R, and PPB representatives, shelter navigators, outreach staff, behavioral health staff, rapid response and clean start staff.
Budget	Multi-departmental existing budget allocations.

Oversight	<ul style="list-style-type: none"> Principals Group composed of bureau and department liaisons for all partners Monthly public progress reports
Hours of Operation	<p>Primary operations from 7a.m. to 3p.m., Monday through Friday, with some outreach and noticing to encampments outside these hours.</p> <p>Daily Check in: 8 – 9 AM</p>
Geographic Focus	Citywide
Dedicated beds	<ul style="list-style-type: none"> Congregate shelter (approx. INSERT per day allocated), (insert X number of hotel rooms). Direct referral to Safe Rest Villages; other alternative shelter Available but non-dedicated beds at other shelters/resource centers
Current Metrics	<ul style="list-style-type: none"> Quarterly tent count & car count Total number of engagements Total number of referrals to service (by type) Total number of encampment resolutions
Primary Contacts	<p>Public:</p> <ul style="list-style-type: none"> One Point of Contact online with PDX Reporter <p>Internal:</p> <ul style="list-style-type: none"> SSCC Incident Commander
Coordination and Case Conferencing	<ul style="list-style-type: none"> Daily SSCC Case Conference Weekly / Monthly Multi-Disciplinary Conference with all partners.
Notes	

Primary Staffing:

	Role / Team	Description
Field-based	Incident commander	<ul style="list-style-type: none"> • Lead field staff in charge of overall execution of field operation. • Directly manage: (1) Impact Reduction manager & admin (2) JOHS shelter navigator • Directs work of field-based teams to ensure outcome is achieved. • Reviews PBEM logistics report summarizing daily field operation and submits to SSCC stakeholders at the end of shift.
	SSCC dedicated outreach team	<ul style="list-style-type: none"> • Dedicated team of outreach workers trained to work in encampments, assess needs of clients, and link individuals to available services as necessary. • Outreach team would have access to immediate transportation services.
	NRT Officers	<ul style="list-style-type: none"> • Neighborhood response team officers who assist with resolutions and ensure safety of all involved.
	Impact Reduction Program (IRP) & contractors	<ul style="list-style-type: none"> • Dedicated team leading efforts to clean the streets, remove debris, and maintain sanitary conditions on the streets.
	Other departments as needed	<ul style="list-style-type: none"> • Other services as needed
Office-based	SSCC Director	<ul style="list-style-type: none"> • SSCC Director • Responsible for overall management, strategy, policy and vision of SSCC. • Primary point of contact for elected offices and community stakeholders. • Determines where resources assigned to SSCC are deployed and the scope of operations. • Runs daily operations meeting.
	JOHS Shelter Coordinator	<ul style="list-style-type: none"> • JOHS Shelter Coordinator • JOHS representatives / nonprofit contractors responsible for client housing looks ups and assessments, troubleshooting housing/shelter-related issues, and determining available shelter/housing resource city-wide to support SSCC operations.
	VMO liaison	<ul style="list-style-type: none"> • JOHS rep • DPH representatives responsible for leading hotel eligibility assessments during operations, facilitating COVID- 19 screenings, as necessary, and triaging and addressing, as appropriate, any medical or behavioral health concerns identified during SSCC operations and providing linkage to resources.

Multi-Department Collaborative

Housed within SSCC with primary support from:

INCIDENT COMMANDER	Nate Takara	City (Community Safety Division)
JOHS + Navigation team lead	Chris Sage or Celeste D.	County
Impact Reduction Program	Lucas Hillier	City
PF&R	Kari Schimel	City
Health Department	Ann Lauffer ?	County
Mental Health	?	County
Substance Abuse Disorder	?	County
PPB Central / North / East Neighborhood Response Teams	NRT Sgts.	City
PBOT Parking Enforcement	Mike Crebs or John Wheeler	City
PBEM	1 FTE	City
Portland Parks	Vicente Harrison	City
Community and Civic Life	John Dutt	City

Duties: Meet every morning (twice weekly to start) to discuss shelter status, encampment removals, and work on the ground.

Occasional collaboration with:

ODOT	Jeff Arms	
PPR	Victor Sanders	
BES	Eli Callison	
Contracted Outreach staff	JOHS listserv	
Water Bureau	Security Manager	
MCDCJ	?	
PSR	?	
Vector Control	?	County
CSD	?	City
Crime Prevention	?	City
BES RV Inspections	?	City
ESDs	?	Multiple
City Attorney	?	City
BDS Chronic Nuisance Inspectors (private property)	?	City

Duties: Meet monthly with primary SSCC team to coordinate efforts and share updates.

To add?

Water Bureau Property Manager - Tom Klutz

Water Bureau Security Manager - Jeffrey Paulissen

Bureau of Environmental Services Property Manager – Eli Callison

Bureau of Environmental Services Security Manager – currently in active recruitment

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