



To: Administration and County Counsel

From: Property Management and Health Services

Date: June 1, 2023 (revised)

Re: Proposed remediation plan for County-owned property located in north Juniper Ridge

Summary

In response to the memorandum from Deschutes County Community Development Code Enforcement Division dated March 31, 2023, titled Unsafe Encampments on County and City of Bend Owned property, the following is a proposed mitigation plan with timeline to address the issues as outlined.

Creating a comprehensive and executable plan to evaluate/assess individuals residing in the encampments, and coordinate waste cleanup and security, will allow for a more thoughtful and strategic phased approach to a difficult and potentially volatile situation, than simple removal of individuals would allow. It should be noted that to achieve the best possible outcome, identifying a continuum of appropriate alternative places for individuals to go would be a best practice.

It is important to note that this plan was not drafted in accordance with the General Administrative Policy GA-23, titled Removal of Unsafe Encampments Located on County-owned Property, which was memorialized with the intent to address problem encampments on a much smaller scale with focus on the removal of personal property, not individuals themselves. Because of the number of individuals (between 150 to 200 estimated including adjacent City-owned property), scale of hazards, human and solid waste within the 50-acres, the vulnerability of the individuals currently living at the location, and the lack of adequate alternative locations, this plan has been drafted to provide a phased approach to mitigate immediate hazardous and health threats to the encampments, community and environment, while attempting to address human need at the location. This will be achieved by:

- 1) Phase I includes cleanup of human waste, mitigating reoccurrence by providing portable toilets, handwashing stations and potable water, mitigating sharps, voluntarily ceasing use of wood burning stoves and open flame fires, voluntary removal of make-shift shelters, cleanup of abandoned/burned out encampments, and determine process to remove individuals who do not voluntarily leave
- 2) Phase II to include individuals voluntarily vacating the property by a determined date, continued monitoring and cleanup of human waste and solid waste, preparation for how best to address individuals who do not voluntarily leave
- 3) Phase III continued preparation for individuals who do not voluntarily leave, removal of abandoned personal property, continued monitoring and cleanup of human and solid waste
- 4) Phase IV includes removal of individuals still remaining, final removal of personal property, final cleanup and property closure

- 5) Securing the property along west and south property lines (and potentially a portion along the east property line) will start during phase I and continue through phase IV

Note: If individuals do not leave voluntarily by a determined date, the County may be required to acquire a court order with writ of assistance to engage the Sheriff's Office for enforcement.

It is estimated that this phased approach may be executed through phase IV in approx. 10-weeks. The notifications (further explained below), will include a 6-week period from the date of the initial notice for individuals to voluntarily leave the property. The purpose of this timeframe is to provide adequate notice to individuals who will need to find another place to live, as well as an opportunity for Deschutes County Health Service's HOST team and/or other outreach/service providers to assess individuals and connect people to services and shelter when possible.

In order for this plan to be executable and effective, and have integrity in the process, a level of authorization and autonomy must be provided to the project team. This should consist of executing the plan in final form –including timeline and funding.

Deschutes County Health Services and the Coordinated Houseless Response Office intend to contribute \$15,000 each towards this project. Note, both indicated that the funds may only be expended to help individuals being displaced.

Project Team

A project team will need to be assembled to further refine this draft plan, costs associated, timeline, and to execute accordingly. This may include staff from Health Services, Coordinated Houseless Response Office, Administration, County Counsel, Sheriff's Office, Community Development, Property Management and other departments, along with community service providers as identified.

To protect relationships and maintain activities within appropriate Department roles and responsibilities, the Project Team should comprise two distinct operational sub-units/teams including 1) Encampment Mitigation Team and 2) Services and Supports Team. This will allow enforcement communication and activities, clean-up and disposal of personal belongings not to become associated with those staff and/or volunteers deployed to the area during the timeline to support the unhoused persons impacted by the closure. This is critical to maintaining trust and connection with a vulnerable population and minimizing the risk of service disruption.

Communication (Primarily assigned to Mitigation Team)

Due to the scale of this project and the far-reaching impacts, it is recommended that a complementary communication plan is developed to ensure clear County curated messages are drafted and distributed accordingly. Recommendations include, but are not limited to,

1. BOCC/Administration to provide press release to greater community concerning pending project.

2. Mitigation team to draft initial notice with a specific property closure date to encampments and community service providers to outline the issue and an overview of the process to restore the property through the removal of human and solid waste, structures, vehicles and RVs, and individuals and associated personal property.
3. Mitigation team to draft second notice of property closure with determined date.
4. Any other focused or broadly structured communication, TBD.

Funding / Cleanup (Primarily assigned to Mitigation Team and coordinated with Services & Supports Team to address individuals who may need help packing or planning for belongings)

It should be recognized and understood that it will be costly to displace a significant number of individuals and to execute a comprehensive cleanup that spans 50-acres. Due to the state of the encampments including human and solid waste, sharps, vectors, unpredictable pets, burned areas including RVs and other hazards and the risks associated, it is recommended that a professionally trained and certified environment remediation contractor is utilized for cleanup.

Opportunities to partner with the environmental contractor to also utilize the Sheriff's Office adult out-of-custody work crews and/or work release crews will be further explored.

Once individuals vacate the encampments and the majority of the cleanup has been completed, there may be an opportunity for volunteer groups to help with cleaning up residual and strewn trash throughout the 50-acre footprint.

City of Bend (Assigned to County & City Administration)

It is recognized the City has or will be receiving a code enforcement violation from Deschutes County Community Development's Code Enforcement Division on one to three parcels east of and adjacent to the County-owned property. To reduce the likelihood of encampments being "pushed" to the City's property or vice versa, both agencies must collaboratively plan and develop timelines to help ensure effective property closures.

People (Primarily assigned to Services & Supports Team)

An assessment team will need to be assembled to conduct outreach and connect individuals within the encampments with services and shelter when at all possible. This will help those being displaced stay connected with behavior and physical health support throughout the process.

This team may include Health Services HOST team and/or other service providers as available and willing.

Signage (Assigned to Mitigation Team)

At the time the initial property closure notice is distributed to the encampments, temporary signage will be posted on site. Additionally, prior to property closure, permanent signage will be posted as well.

1. Temporary corrugated plastic signage posted at access points on US97 (exit side only) and throughout 50-acres that includes specific points from the initial property closure notice, key dates of when all persons must clear the area, personal property and vehicles must be removed from the property and when access points will be closed.
2. New permanent signage posted the property is closed.

Note: Specific signage language will be vetted with County Counsel.

Security (Assigned to Mitigation Team in collaboration with County and City Administration and Law Enforcement Agencies)

Securing the property during the execution of this plan and ongoing will be problematic. There has been discussion of whether the property should be secured by use of fencing to help 1) deter individuals reentering the encampment areas and 2) eliminate activity in the future. Because fencing is often vandalized and/or stolen, it is not the most effective way to secure a property. In this case, the recommended action is to fortify the west property line parallel to US97 and the south property line parallel to Ft. Thompson Road by use of concrete Jersey barriers and locked gates installed at certain access points, along with private security patrols.

Note: A portion of the east property line may also require similar action.

In addition to concrete Jersey barriers and gates, it is recommended to contract with a private security firm to patrol at a minimum of once daily to help ensure new encampments are not established during the phased property closure. It is anticipated that the initial need would continue through week 10, then taper off to possibly 2-3 times per week until a later date TBD.

1. As a rough comparison to installing permanent chain link fencing, the City of Redmond is undertaking a fencing project to secure a 60-acre portion of the airport's runway protection zone. The project area is roughly 8,250 feet at a cost of \$800,000 or \$97/per foot. Using this same price per foot to determine the cost to install chain link fencing around the perimeter of the County's property of +/- 7,800 feet would equate to roughly \$756,600.
2. The following is rough costs associated with 6' temporary chain link panels to secure the entire perimeter of the County-owned property,
 - a. 6-month rental
 - i. \$4.29/foot or \$33,462
 - ii. Plus setup costs of roughly \$1.00/foot or \$7,800
 - iii. Additional setup fees may apply because of the remote nature of the property
 - iv. Total approx. cost \$41,262

- b. 12-month rental
 - i. \$5.79/foot or \$45,162
 - ii. Plus setup costs of roughly \$1.00/foot or \$7,800
 - iii. Additional setup fees may apply because of the remote nature of the property
 - iv. Total approx. cost \$53,000
- 3. Rough estimated costs to secure the west and south property lines includes,
 - a. installing approx. 150 concrete Jersey barriers at roughly \$200/each for a total of \$30,000
 - b. installing two robust gates for roughly \$5,000

Phased Timeline

Phase I

1. Establish project team (week 1)
2. Develop communication plan (week 1)
3. Project team to refine project plan (week 1)
4. Coordinate with the City of Bend and other partners as identified (week 2)
5. Draft and distribute initial notice with property closure date to encampments, community service providers and other partners (week 2)
6. Deploy assessment team to connect individuals to services and shelter as available (weeks 2-10)
7. Install temporary signage (week 2)
8. Address immediate health risks by:
9. Contractor cleanup of human waste (week 2-3)
10. Deploy portable toilets, handwashing stations and potable water (week 2-3)
11. Deploy dumpsters
12. Voluntary cleanup efforts by deploying dumpsters (week 2-10)
13. Voluntary ceasing use of wood burning stoves and open flame fires (week 2)
14. Voluntary removal of make-shift shelters (week 2)
15. Voluntary vacating property (weeks 2-10)
16. Start installation of concrete Jersey barriers (weeks 2-8)
 - a. This will lead to closing access from US97 with the exception of the access point near mile marker 132 remaining open through final phase
17. Determine process to remove individuals who do not voluntarily leave (weeks 2-3)

Phase II

1. Continued assessment to connect individuals to services and shelter as available (weeks 2-10)
2. Monitor and continued cleanup of human waste (weeks 2-10)
3. Cleanup of abandoned/burned out encampments (weeks 2-10)
4. Cleanup/removal of abandoned/burned out vehicles and RVs (weeks 2-10)

5. Install permanent signage (week 4)
6. Continued installation of concrete Jersey barriers (weeks 2-10)
7. Preparation for individuals who do not voluntarily leave (weeks 3-5)

Phase III

1. Continued assessment to connect individuals to services and shelter where possible (weeks 2-10)
2. Continued preparation for individuals who do not voluntarily leave (weeks 3-5)
3. Initial removal of personal property (weeks 3-6)
 - a. Photograph, bag and tag personal property and store at storage facility for 45-days from date of removal
4. Continued cleanup of solid waste (weeks 2-10)
5. Continued cleanup/removal of abandoned/burned out vehicles and RVs (weeks 2-10)
6. Installation of gates, which will remain open until posted closure date (weeks 6-10)

Phase IV

1. Removal of individuals remaining on property (weeks 8-10)
2. Final removal of personal property (weeks 6-10)
 - a. Photograph, bag and tag personal property and store at storage facility for 45-days
3. Final cleanup (weeks 6-10)
4. Property closure (week 10)
5. Gates locked (week 10)

Rough Estimated Costs for 10-week Timeline

To execute the proposed plan to include but not limited to, deploying portable toilets, handwashing stations and potable water station, temporary and permanent sign, concrete Jersey barriers and gates, security/patrol, bio-hazard and solid waste removal, and vehicle and RV remove, the estimated cost is \$150,000 to \$300,000.