

**4th Quarter Fiscal Year (April, May, June 2023)**  
**End of Year Annual Report - Draft**  
**The Lighthouse Navigation Center**

**Overview and Summary**

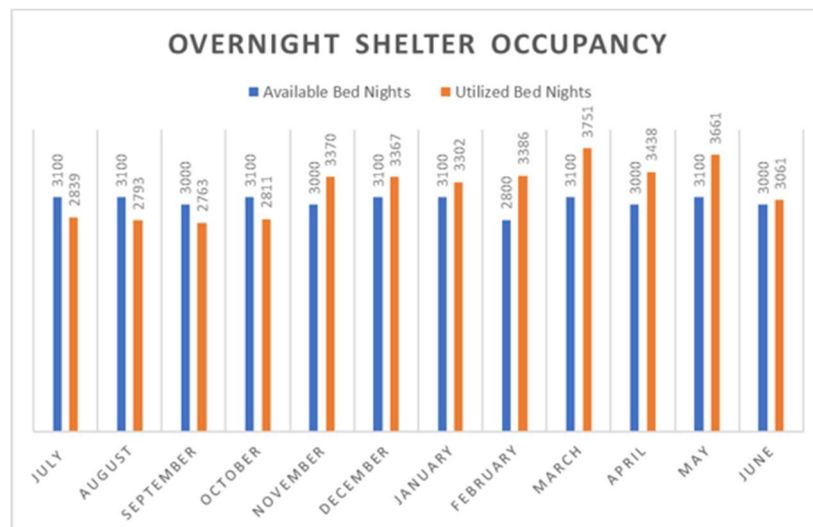
On March 16, 2022, Bend City Council approved a 3-year contract with Shepherd’s House Ministries to develop and operate a Navigation Center at 275 NW 2<sup>nd</sup> Street. A Navigation Center is a low-barrier emergency shelter that is open every day and connects individuals and families with health services, permanent housing, and public benefits. Low-barrier shelter is a priority of Council and the state. As the name implies, low-barrier shelter reduces barriers and applies hard-reduction best practices by not requiring sobriety or identification to enter, accommodating pets, and allowing households to seek shelter together. The \$3,921,770 contract is funded through allocations from the Department of Administrative Services and grants from Oregon Housing and Community Services.

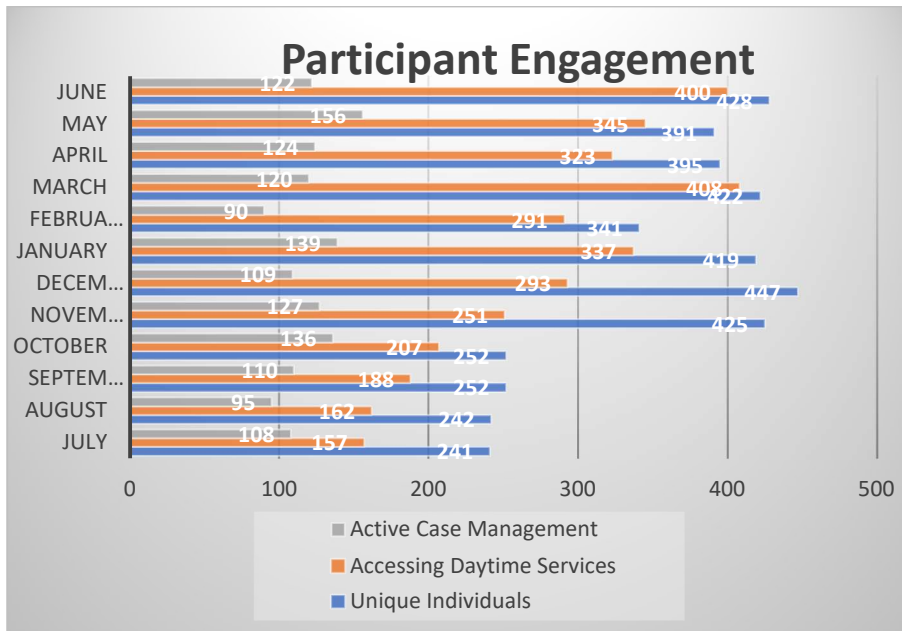
The Lighthouse Navigation Center became fully operational on July 1, 2022. Formerly operated as an overnight and warming shelter, the building was revamped to support the addition of daytime services, including but not limited to case management, meal services, medical and behavioral health referrals, job skills training, and assistance in acquiring housing.

**Year 1 – At a Glance**

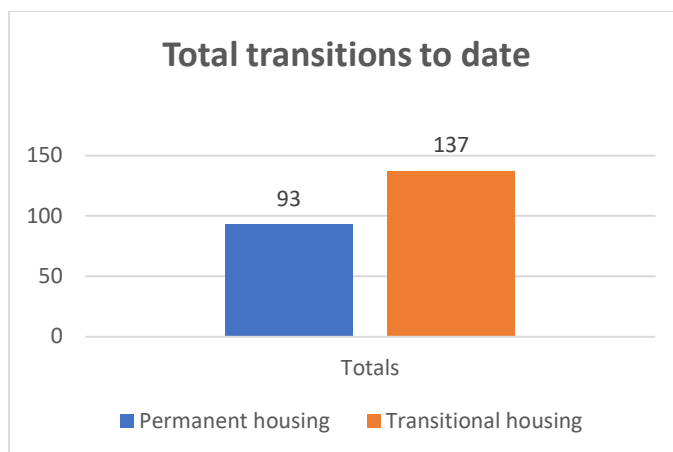
With the conclusion of June 2023, the Lighthouse Navigation Center has been operational for a full year. The Lighthouse is one of four navigation centers that opened on time and has consistently provided more beds and services than any other navigation center in the state. Shepherd’s House is vital to the community, supplying the area’s only low barrier walk up beds.

- Overnight shelter nights: 38,542
- Day Services: Average of 378 individuals each month
- Meals served: 100,575
- Contract expended: 51%





To date the program has supported the successful transition of 230 individuals to more stable living situations. Transitional housing may be a higher barrier shelter like Bethlehem Inn or a rehabilitation program. Permanent housing placements include but are not limited to subsidized apartments, assisted living facilities, connecting with family, and traditional rental housing.

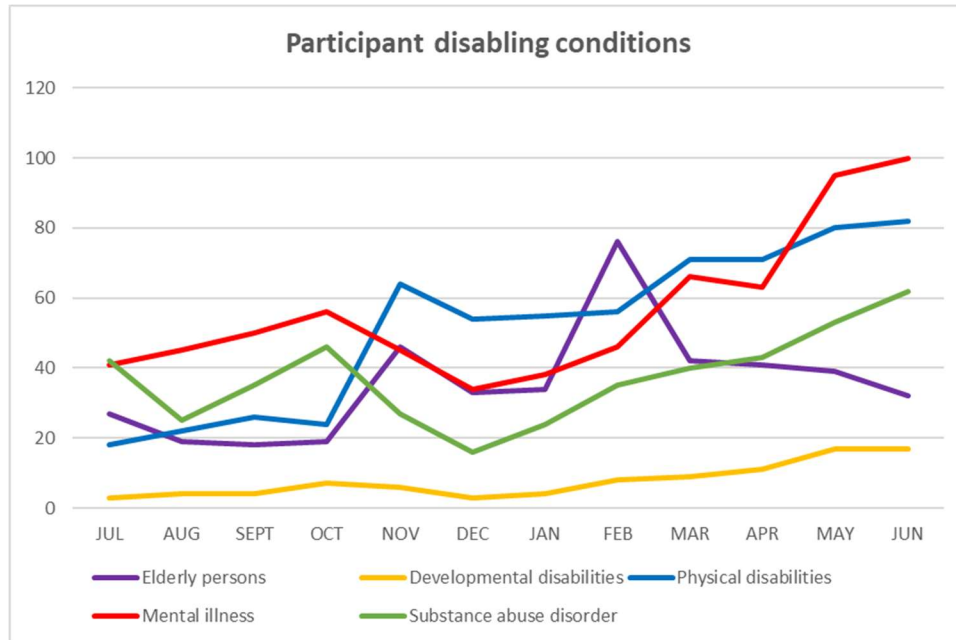


#### **Year 1 Challenges**

The first-year challenges identified by Shepherd’s House reflect a lack of medical and mental health resources in the community and state. People experiencing homelessness often have complex trauma and/or needs. Some of these challenges include the following:

- Onsite support for participants who require advanced and daily medical attention.
- Onsite support for participants struggling with mental health and addiction.

- Increasing number of ongoing complex care caseloads.
- Identifying available housing opportunities in Central Oregon.
- Supporting mental health of long-term participants waiting for housing.
- Supporting participants who return after transitioning into housing.



Deschutes County Behavioral Health, in collaboration with the City and Shepherd’s House, has embedded a Behavioral Health Specialist onsite. Additionally, Shepherd’s House leans into their partnerships with St. Charles, Mosaic Medical, BestCare, and Ideal Option to support guests with medical needs and those struggling with mental health and addiction.

Another challenge is relationship with neighbors, Shepherd’s House will further build relationships and ensure collaboration that will protect the safety of guests and the community. As the only low barrier walk up shelter in the community, the Lighthouse is promoting safety of guests and promoting hard reduction while offering a lifesaving tool, which is especially necessary in the harsh and often unpredictable climate of Central Oregon.

**Partnerships**

The work of the Navigation Center could not have been done without the incredible team at Shepherd’s House and the many providers who offer ongoing support for this community.

Year 1 Partnerships include:

- City of Bend
- COIC Employment Support
- Family Kitchen
- NeighborImpact
- Mosaic Medical
- Thrive
- DCBH
- St. Vincent de Paul
- DCHS
- Bethlehem Inn
- REACH
- Central Oregon Villages

- Turning Points
- Best Care
- St. Charles
- Stabilization Center
- Ideal Option
- Deschutes Library
- FUSE
- Bend La Pine School District
- COVO
- The Peaceful Presence Project
- CAMP
- Furnish Hope
- Cascade Youth and Families
- Antioch Church
- Namaspa Yoga
- COHC
- Unitarian Church
- Westside Church
- Peaceful Presence Project
- Parole and Probation

### **Quarterly Highlights**

#### **Quarter One (July 2022-September 2022):**

The program launched in July 2022. The Lighthouse provided 8,395 overnight shelter stays during quarter one, operating at an average of 91.25% capacity. During this period, an average of 104.33 individuals were engaged in case management services each month and clients accessing daytime services steadily grew, with 157 clients accessing daytime services in July, 162 individuals in August, and 188 in September. Additionally, 36 individuals transitioned into more permanent housing during quarter one.

Other highlights from quarter one included the operation of the Lighthouse as a cooling shelter for 7 days in July. These operations provided respite from heat for houseless community members. Additionally, Shepherd's House expanded its partnership with Family Kitchen, creating better support for meal production and service. Shepherd's House also expanded the onsite team and developed plans to launch a leadership team made up of participants who will speak to the culture, effectiveness, and overall experience of the program.

#### **Quarter Two (October 2022-December 2022):**

During quarter two, as the full force of winter hit in early November, the Lighthouse ran significantly over capacity, reaching up to 112.33% in November 2022. Additionally, the average number of clients engaged in case management services each month increased from 104.33 in quarter one to 124 in quarter two.

With 42 individuals transitioning to more permanent housing in quarter two, the Lighthouse saw a significant increase from quarter one. The primary successes in transitioning guests during this period were reuniting with family and supporting people to access the Bethlehem Inn, a community partner and high barrier shelter.

#### **Quarter Three (January 2023-March 2023):**

During quarter three, the Lighthouse has seen an increase in utilization of both sheltering services and daytime services. The Lighthouse operated at an average of 116.15% capacity and provided a total of

10,439 shelter nights. The number of transitions to more permanent housing opportunities also nearly doubled from quarter one with 67 individuals moving into more permanent housing.

The number of individuals accessing services through the Service Hub also continued to increase with an average of 116.33 clients per month accessing case management services.

Additional highlights from quarter three include expanded staff capacity as Shepherd's House has brought on two additional case managers. Shepherd's House is also anticipating the hire of a third case manager, which will further decrease the staff to client ratio and eliminate the case management waitlist. The rapid increase in utilization of services since the launch of the program indicates that the Lighthouse, as the only low barrier walk up emergency shelter and navigation center, is a critical resource for the community.

#### **Quarter Four (April 2023-June 2023):**

In quarter four, the Lighthouse continued to see over-capacity use and June 23rd marked the beginning of a 100-person limit per night. The warmer weather supports people being outside overnight, and the team is limiting the number of overnight guests to better support the needs of those who choose to stay at the shelter. Should there be an emergency related to weather or smoke, the day room could be utilized to provide additional beds.

10,160 shelter nights were provided in the final months of the year and 94 people exited to more permanent housing. The number of people transitioning was higher than in the previous three quarters.

A highlight for quarter four is the increased client mental health support with the addition of a full-time embedded Deschutes County Behavioral Health staff. This position is funded by the City of Bend with state support and will work in tandem with Shepherd's House to increase access and provide services.

#### **Average Cost of Services**

Since opening, the Lighthouse has been operating at a cost of approximately \$29.12 per guest per night and \$20.99 per engagement in daytime services. In combination, the Lighthouse is providing access to three meals a day, case management, behavioral health services, medical services, hygiene services, nightly shelter, job skills training, and other essential services for approximately \$50 per day, per guest.

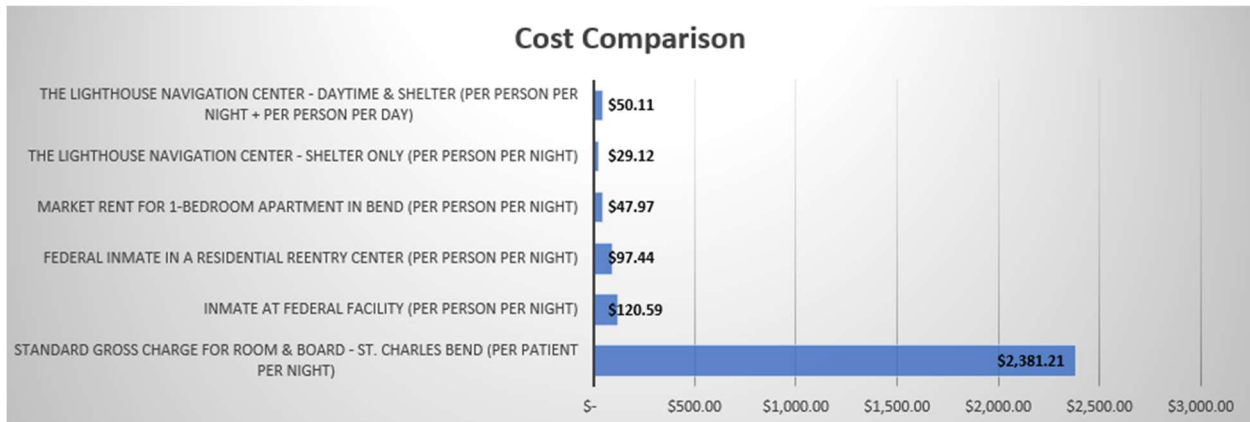
Navigation centers are a relatively new project and reliable, relevant data at a national or statewide level are not yet available. However, in comparison to other essential community services, such as hospitals and correctional facilities, the Navigation Center is significantly more cost-effective.

According to the Standard List of Hospital Charges posted by St. Charles Health Systems, the standard charge for room and board is, at minimum \$2,381.21; however, it can reach up to \$5,715.87. In the 2023 fiscal year, the Navigation Center operated at less than 1.3% of the lowest standard minimum charge for room and board at St. Charles in Bend.

The operational expenses incurred by the Navigation Center, including meal service, security, job training, staff time, and case management are similar by category to the expenses necessary to operate a correctional facility. On September 1, 2021, the Bureau of Prisons published the "Annual

Determination of Average Cost of Incarceration Fee (COIF)” in the Federal Register. This notice states that the average cost for a person in a federal facility was \$120.59 in the 2020 fiscal year and the average cost for a person in a Residential Reentry Center for the same period was \$97.44 per day.

In addition to operating below the comparable cost for other community services, the Lighthouse Navigation Center has also operated shelter services at a lower cost than the nightly cost for a single individual to rent a one-bedroom apartment at average market rent.



Overall, the Lighthouse, providing similar services as both hospitals and correctional facilities, operated at a significantly lower cost than other community services and rental housing in the 2023 fiscal year.

**Wrap Up**

The consistent, measurable use of overnight shelter beds and the progress of guests to more permanent housing are clear indicators of the Lighthouse Navigation Center’s success. This program builds skills, supports participants in overcoming barriers, and provides essential, life-saving services with a significant cost savings to the community. Often, many of the participants at the Lighthouse have a form of income and are diligently engaging in case management; however, due to the high housing cost and limited number of affordable housing units in Bend, re-entering housing from a houseless situation is often a difficult task.

**On the Horizon**

The Lighthouse will undergo a significant renovation beginning in fall 2023. The renovation will require reducing shelter capacity to 50 people per night. In addition to replacing the roof and HVAC system, showers, multiuser bathrooms and laundry facilities will be added. Flooring improvements and framing of a commercial kitchen will also be included. The renovation is expected to take 14 months.

**For Additional Information:**

Evan Hendrix  
 The Lighthouse Navigation Center - Associate Director  
[evanh@shministries.org](mailto:evanh@shministries.org)

Amy Fraley  
 City of Bend

Senior Program Manager  
[afraley@bendoregon.gov](mailto:afraley@bendoregon.gov)

Brook O'Keefe  
City of Bend  
Shelter Coordinator  
[Bokeefe@bendoregon.gov](mailto:Bokeefe@bendoregon.gov)