Developing Housing Focused Encampment Strategies

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Morgan Smith, Community Solutions, Inc.
Tammy McGhee, CLUTCH Consulting Group

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Developing Housing Focused Encampment Strategies

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Sarah Pavone, Director of Strategy, Journey Home
New Model for Encampment Response

Typically 3-4 week cycle per encampment area – size and housing availability will dictate timeline
Dedicated Project Manager is Critical to **Implementation Success**

**Project Management**
City Services Project Manager/Rehousing Project Manager

**Critical Daily Duties**
- Daily coordination of the teams and managing interdependencies
- Clearing the path for the teams to do their work
- Elevating needs and challenges to leadership

**City Lead**
- Leading Closure Maintenance Planning
- Overseeing closure day and any time closure maintenance team is onsite
- Posting/providing notices
- Taping off areas
- Verbal permission to dispose of personal belongings
- Engaging with Law enforcement

**Rehousing System Lead**
- Coordination of outreach teams
- Coordination of rehousing services and subsidies
- Adding or removing people from BNL
- Coordination of community resources partners
- Coordination of transportation services
Leadership Team Makes Implementation Possible

Leadership Team
City Services Project Manager/Rehousing Project Manager

Critical Duties
- Financial Modeling
- Getting the Resources (Public and Private)
- Clearing the Runway (Providers, Legal, Closure Maintenance, Politics)
- Managing Expectations

City Leadership
- Get Closure Maintenance Partners to the table
- Navigate with Legal
- Unlock City Resources
- Get Law Enforcement Leadership Buy-In
- Public Health Justifications
- Permission to Manage Cleaning Schedule
- Managing Elected Officials
- Help with PHA

Rehousing System Leadership
- Getting Service Provider Leadership Buy-In
- Navigating CES Prioritization & Other Policies
- Fundraising & Managing Flex Fund
- Communications Alignment
Critical “Clearing the Runway” Activities

- Identify and Wrangle Key Stakeholders
  - Clarify Roles – bring soft & hard power together – everyone has a stake in this initiative
    - CoC lead agency
    - PHA
    - City
    - Private/business
  - Facilitate negotiations and manage partnerships

- Get Concrete About Resources
  - Take the lead to unlock and braid resources
  - Create transparency and visibility
  - Infuse confidence in partners playing their role – alleviate the “yes buts”

- Set Expectations to Work Differently Now and Forever

- Insulate the Team from the Politics
MANAGING EXPECTATIONS

- Communications Infrastructure
  - Daily Huddle
  - Weekly Leadership Briefings
  - Quarterly Performance Presentations
  - Media Plan

- Engage Neighborhoods and Elected Offices early and when we are working their encampments

- Managed and Tailored Communications
  - Communications Work Group
  - Talking Points

- Lead with Performance Data – quantitative and qualitative – share what we are learning and the adjustments we are making – incident command mentality
  - After action debrief post each site to modify – share those results
  - Periodic focus groups with participants
Typical Homelessness Response System

- Divert
- Other Entry Points
- Outreach
- Emergency Shelters
- Triage/CES
- Self Resolve
  - Rapid Resolution
  - RRH
  - TBV PSH
  - PBV PSH
Building a Response Strategy
Focus on What We Want to Create & Find Common Ground

**Existing Strategic Plan**
Examples
Reduce unsheltered homelessness by 50%.
End chronic homelessness.

**Follow the Data**
Examples
30% increase in unsheltered homelessness.
60% of unsheltered chronically homeless.

**Define the Proofpoint**
Examples
Homelessness decreasing but not visually changing.
Show how rehousing can produce visible changes.

**Create a Release Valve**
Examples
Tension over streets is distracting and unhealthy.
Show you can respond and provide healthy relief.
**WHAT DOES THIS DATA REVEAL?**

- Crisis System Grows
- But same amount exit
- Annual inflow continues
- Long-stayers grow
- Pressure grows, barrier to reducing homelessness

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Instinct is to grow a big funnel to catch and hold (crisis and shelter system)

Data shows that we actually need an inverted funnel to move more out (housing + services)

- Prevent/Divert to Shrink Inflow
- Expand Housing Exits
- Long-stayers eliminated, free up shelter space
- Over time, system can shrink to match annual inflow, reaching equilibrium

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#11, â¥
'1–6

Long-Term Stayers

#11, â¥
'1–6

Long-Term Stayers
How to Move from Vision to Action
Revving the Reinforcing Engine of Success

**ACT**

Begin with a Test Site
- Small, manageable (5-7)
- Utilize existing rehousing slots
- Utilize/test landlord team & incentives
- Test closure maintenance and partnerships
- Track results
- Communicate in real time with leaders

*Keep Testing...*

**SCALE**

Financial Modeling
- Include all existing rehousing slots and possible one-time resources
- Define pace based on resources and capacity
- Set flex fund target
- Consider RRH to PSH transfers and impact on turnover and flow

Package & Pitch

**SUSTAIN**

System Design 2.0
- Start to conceive a system with low/no unsheltered homelessness
- Define shifts in practice
- Define resource gaps and target turnover to sustain
- Set the vision for future system
- Set milestones and define investment needs
- Clear narrative
Creative Process

1. This is awesome
2. This is tricky
3. This is shit
4. I am shit
5. This might be ok
6. This is awesome
Hartford Test Site #1 Results

<table>
<thead>
<tr>
<th>Encampment decommissioning timeline to site closure</th>
<th>1/8/24 – 1/31/24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of encampment residents at the site</td>
<td>6</td>
</tr>
<tr>
<td>Total number of encampment residents engaged in the housing process</td>
<td>6</td>
</tr>
<tr>
<td>Total number of encampment residents housed</td>
<td>6 (100%)</td>
</tr>
<tr>
<td>Average LL incentive per lease signed</td>
<td>$0</td>
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</table>
## Hartford Test Site #2 Results

<table>
<thead>
<tr>
<th>Description</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encampment decommissioning timeline to site closure</td>
<td>3/18/24 – 4/18/24</td>
</tr>
<tr>
<td>Total number of encampment residents at the site</td>
<td>6</td>
</tr>
<tr>
<td>Total number of encampment residents engaged in the housing process</td>
<td>6</td>
</tr>
<tr>
<td>Total number of encampment residents housed</td>
<td>6 (100%)</td>
</tr>
<tr>
<td>Average LL incentive per lease signed</td>
<td>$1,250</td>
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</table>
## Central Test Site #3 Results

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
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</thead>
<tbody>
<tr>
<td>Encampment decommissioning timeline to site closure</td>
<td>4/23/24-5/23/24</td>
</tr>
<tr>
<td>Total number of encampment residents at the site</td>
<td>8</td>
</tr>
<tr>
<td>Total number of encampment residents engaged in the housing process</td>
<td>7</td>
</tr>
<tr>
<td>Total number of encampment residents housed</td>
<td>6 (86%)</td>
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<tr>
<td>Average LL incentive per lease signed</td>
<td>$600</td>
</tr>
<tr>
<td>Sunday</td>
<td>Monday</td>
</tr>
<tr>
<td>--------</td>
<td>--------</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Outreach: Housing Case Manager Unit Team Hartford Housing COH Staff/HPD</td>
</tr>
<tr>
<td></td>
<td>13 CES Assessments Outreach Engagement Doc collection Voucher applications Unit Team secure units Housing CM enrollment VoD Support Closure Maintenance Meeting</td>
</tr>
<tr>
<td></td>
<td>19 Outreach Engagement Doc collection Unit Team secure units Unit application approvals Pre-inspect units Unit applications</td>
</tr>
<tr>
<td>21</td>
<td>Outreach Engagement Doc collection Unit applications Housing CM enrollment VoD Support Closure Maintenance Meeting</td>
</tr>
<tr>
<td>28</td>
<td>Outreach Engagement Doc collection RFTA approvals HAPs generated Move-ins/Move-outs</td>
</tr>
</tbody>
</table>

**Closure Week**
Intensive Focus on a Single Location
Focus on a single location and group of people intensely for an extended period with a single objective of rehousing.

 Bringing the Rehousing Services to the Site
Bringing all staff, procedures, and paperwork into the field resulted in higher rates of completion and faster processing time.

Landlord Engagement Team
The landlord engagement team model offers an opportunity to engage and broker access to larger portfolios of units.

Legal Notices
Legal notices were provided to residents 7 days, 3 days, and 24 hours prior to closure and were effective in notifying both residents and visitors of the site. Residents referenced the notice in conversations about details and timelines.

Closure Maintenance
New partnerships with the City departments required for closure maintenance were established during this process. Both newly established and existing partnerships will allow for faster communication and alignment.
Quick Current Conditions Assessment Exercise
10 minutes
## Assess Leadership Capacity & Conditions

1. **What is the current unsheltered response?**
   - Outreach
   - Cleaning
   - Closing
     - Displace
     - Shelter/Motel
     - Direct to Housing

2. **For unsheltered activities, what role does City/Govt play?**
   - Initiative Lead
   - Partner
   - Cleaning/Clearing
   - None

3. **For unsheltered activities, what role does homeless system play?**
   - Initiative Lead
   - Normal Outreach to Housing
   - Other

4. **Any direct to housing encampment resolution efforts?**
   - Direct to Shelter
   - Direct to Housing
   - None

5. **What is the source of local tension?**
   - Govt not responding
   - Govt not committed to housing first or only to sheltering/containment
   - Providers reluctant to work with govt
   - Providers reluctant to close encampments after housing
   - System reluctant to prioritize encampments
   - Other
Assess Availability of Critical Resources

1. Accessible 12-Month Subsidies
   - RRH
   - PSH
   - Vouchers

2. CES Prioritization
   - Unsheltered/Encampments Prioritized
   - Easy to Adjust Prioritization
   - Difficult to Adjust Prioritization
   - Targeted Housing Resources/New Priority Possible

3. Landlord Engagement
   - Case Managers
   - Provider Dedicated Unit Locator
   - Dedicated Providers Workgroup
   - System-Wide Unit Team

4. Landlord Incentives
   - Extra Security Deposits
   - Damage Fund
   - Leasing Bonuses
   - Hold Fees
Getting to a Test Site Exercise

Site Location (city owned, easy closure maintenance, visible)

Size (ideally 3-10 individuals)

Can you find {Insert Encampment Size} 12-Month RRH or PSH Packages (Subsidies & Stabilization Services) for this test?

Can you find a dedicated landlord person for this test?

Can you find up to $35,000 for a flex fund?
Formula = {size of encampment} x ($1500 incentives + $1800 move in kits)

Can you get the city leadership to compel city departments and legal to participate?

Can you find an outreach team to try this with?
Questions?
Thank you for attending this workshop!

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