

# Learning Session: Unsheltered Track

## Implementing Direct to Housing Encampment Model

September 21, 2023

# BFZ Support for Unsheltered Work

- ❖ Our intent is that the session today provides a roadmap and a grounded sense of what is required to resource and drive a focused effort around reducing unsheltered homelessness and encampments.
- ❖ Over the next two days these sessions will provide information and tools to get started in driving or enhancing these kinds of efforts in your communities
- ❖ Built for Zero is planning towards providing more structured support beginning in early 2024
- ❖ For teams interested in receiving this kind of structured support sooner, please notify us at the end of the Learning Session

# AGENDA

- Welcome and Introductions
- Overview of the Workshop Sessions
- Overview of the Encampment Rehousing Model
- Implementing an Encampment Rehousing Model
- “Yes, but...”

# Unsheltered Learning Track

Facilitators: Heather Muller, Mandy Chapman Semple, and Tammy McGhee (Clutch)  
Ian Fletcher, Tom Albanese, and Amber Elliott (Community Solutions)

## Session #1

### **Implementing a Direct to Housing Encampment Model**

- Introduction to Model and Conditions for Success
- Leadership and Command
- Engagement and Rehousing Teams
- Legal
- Closure Maintenance
- Community Engagement and Communications

## Session #2

### **Planning an Encampment Resolution Initiative**

- Assessing Conditions
- Selecting a Response Strategy
- Setting Targets and Milestones
- Packaging and Pitching
- Clearing the Runway
- Managing Expectations

## Session #3

### **Managing the Politics of Unsheltered Homelessness**

- Perception and Realities
- Understanding and Anticipating Needs
- Navigating Distractions and Pitching Solutions
- Taking Command
- Managing White Noise

# Unsheltered Responses

## General Outreach

- Engaging lone individuals or groups fewer than 3 people.
- CES assessments, referrals to services, basic needs services, and assistance with the rehousing process.

## Temporary Encampment Clearing

- Temporarily dispersing individuals living in an encampment for the purpose of deep cleaning and trash management.
- Typically involves outreach support and advance notice of cleaning day(s) to minimize trauma.

## Encampment Navigation Centers/Motels

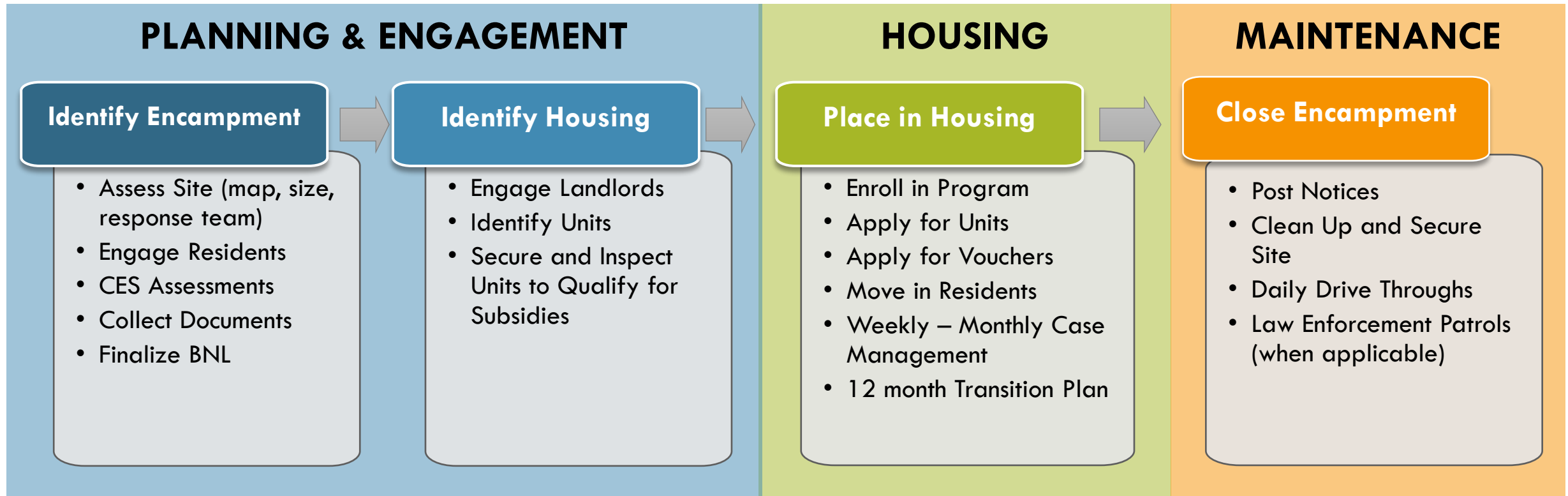
- Intentional moving of whole encampments to a designated interim housing facility with the intent to support rehousing individuals from these interim housing facilities.
- Typically involves outreach support and temporary or permanent expansion of non-congregate shelter.

## Encampment Rehousing/Decommissioning

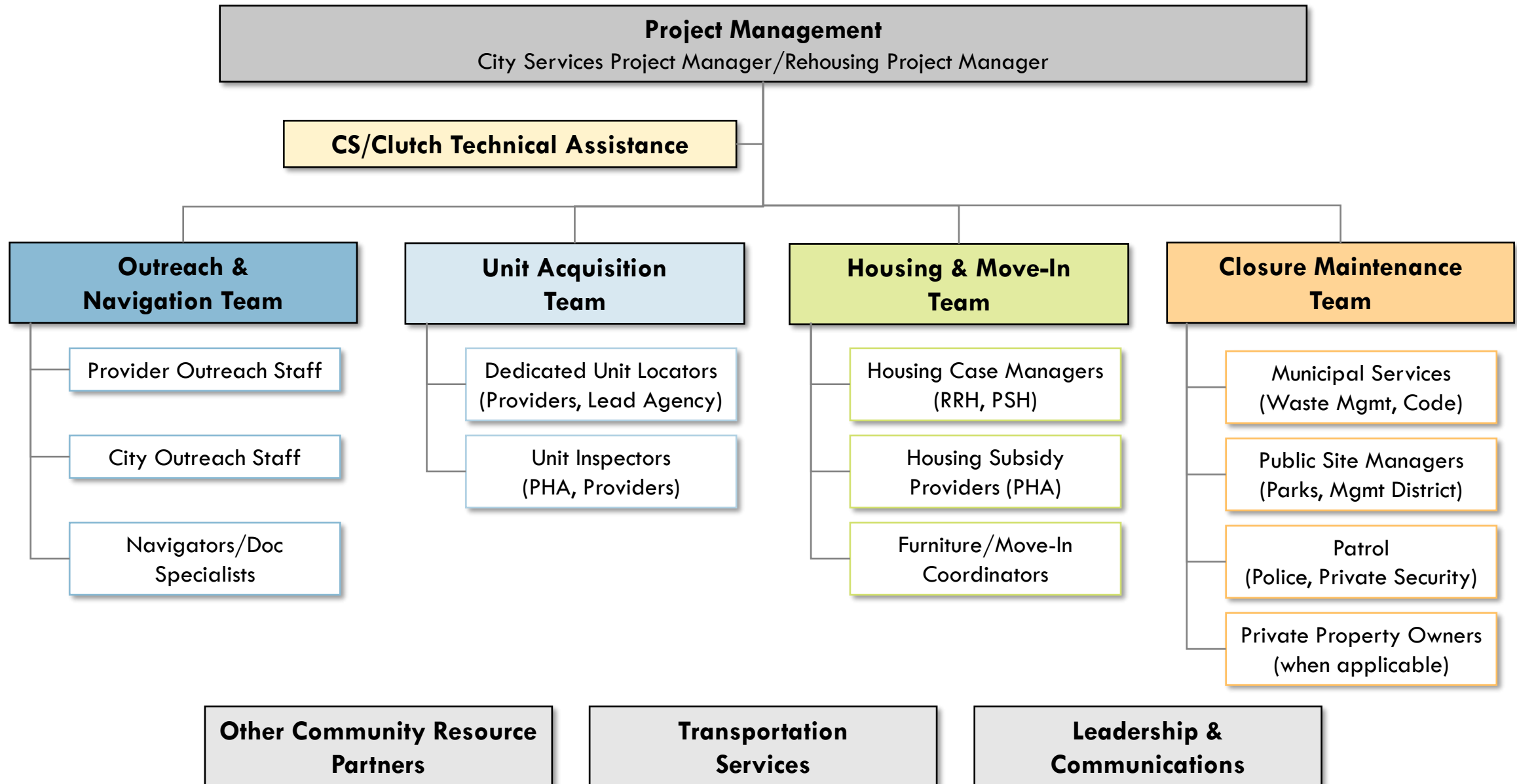
- Structured effort to offer individuals in groups of 3 or more, safe and dignified temporary and permanent housing solutions prior to closing an area or reactivating it for general use.
- Closure maintenance is typically structured as a secondary engagement to housing not a punitive measure.

# Direct to Housing Encampment Decommissioning

Typically **4 week cycle** per encampment – size and housing availability will dictate timeline - **up to 12 weeks**



# Encampment Decommissioning Team Structure



# Sample 4 Week Site Schedule

Outreach Team

Housing Team

Unit Team

Closure Team

	Monday	Tuesday	Wednesday	Thursday	Friday
<b>Week 1</b>	Light Engagement				Finalize BNL Initial Unit List
<b>Week 2</b>	CES Assessments & Doc Collection				
	Unit Team Secures & Pre-Inspects Units				
	Voucher Applications & Service Program Enrollments				
	Closure Team Meets to Begin Planning/Signage Prep				
<b>Week 3</b>	Engagement & Doc Collection Continues				7 Day Notice
	Unit Team Secures & Pre-Inspects Units				
	Unit Applications				
<b>Week 4</b>		3 Day Notice		24 Hr Notice	<b>Closure Day</b> Enforcement Notices Posted – Cleaning and Maintenance Begins
	Doc Collection				
	RFTA/HAP Completed				
			Lease Signing & Move-Ins		



# Week 1

## Select a Site & By Name List



### First Site

- Start small (5-7 individuals)
- City owned or managed
- Consider ease of closure maintenance
- Set appropriate site boundaries

### Future Sites

- Prepare a list and schedule (confidential)
- Advance planning necessary to understand ownership and align resources

	A	B	C	D
1	Soc_Sec_Num	Name	First name	Gen
2	555 555 555	Jenkins	David	M
3	222 222 222	Williams	Jessica	F
4	666 666 666	Smith	Alex	M
5	777 777 777	Crosby	Julian	M
6	888 888 888	Albright	Jackeline	F
7	111 111 111	Sawyer	John	M
8	444 444 444	Thomas	Martin	M
9	999 999 999	Albright	Benjamin	M
10	333 333 333	Crawford	Marck	M
11	000 000 000	Perry	Karl	M
12	123 456 789	Timmons	Alice	F
13	123 123 123	Thomas	Rita	F
14	456 456 456	Carter	Paul	M
15	789 789 789	Jenkins	George	M
16	987 654 321	Williams	Carol	F

### By Name List

- Every person that is **regularly** sleeping at the encampment (regardless of level of engagement)
- Once complete, only the Project Manager can add/remove names (own the list)
- BNL only available to Site Teams (Outreach manages list)
- BNL includes Name, DOB, HMIS ID, CES Date, Docs Collected, Rehousing Steps

# Week 2

## Start Document Collection & Subsidy Applications



### **CES Enrollment & Document Collection**

- Set doc collection targets for site and outreach (95% have ID by closure date)
- Identify an Outreach Team Lead
- Hold a daily debrief to track daily progress, set the goals and schedule for next day
- Bring “it” to the field, everything
- Do not assign clients to specific staff – assign roles and work as a flexible team



### **Subsidy Applications/Program Enrollments**

- Identify subsidy partners/housing resources (RRH and PSH)
- Housing package must include stabilization services ideally for 12 months
- Complete all processes in the field
- Bring community resources to engage clients and expedite housing processes

# *Bringing "it" to the field*



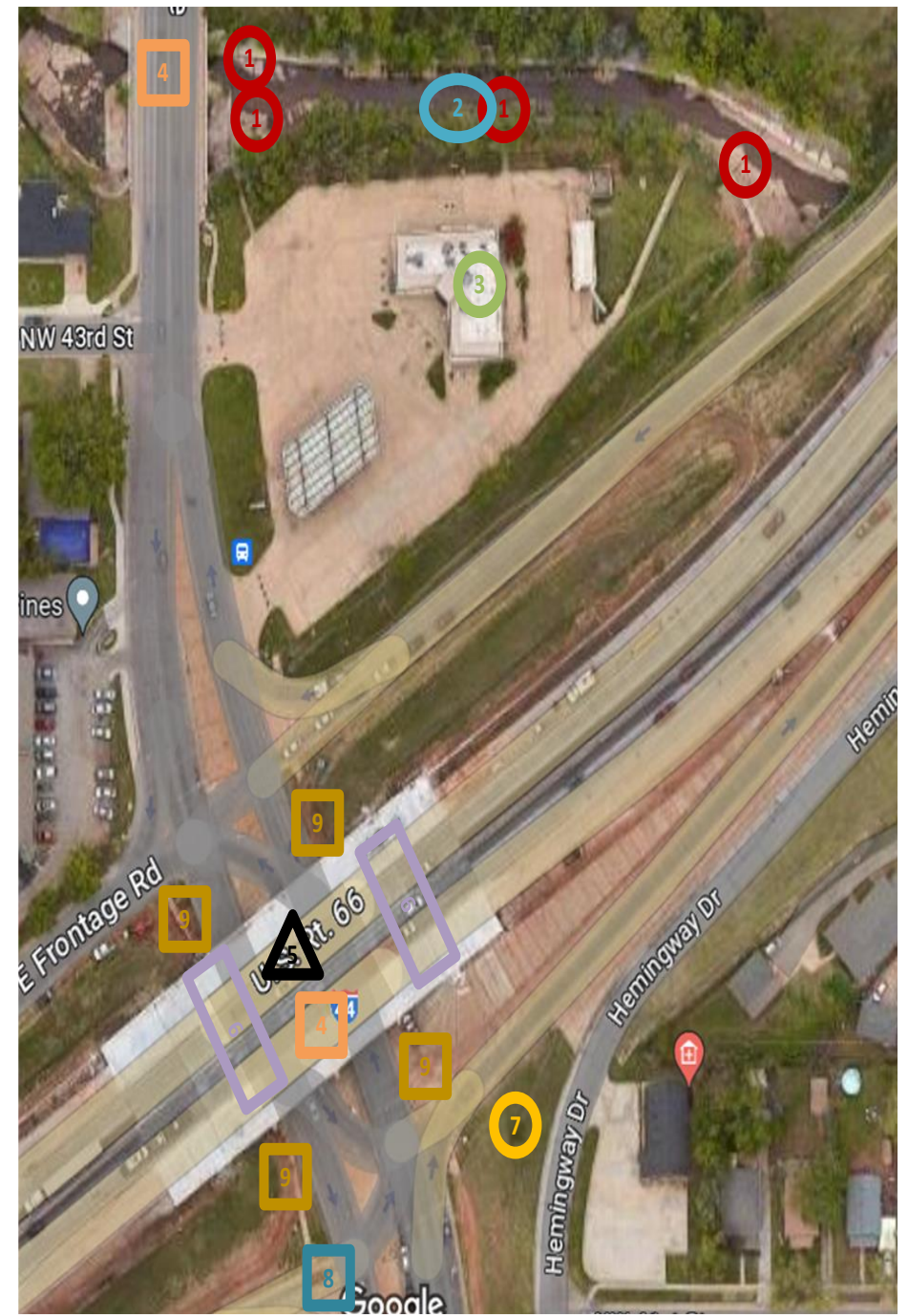
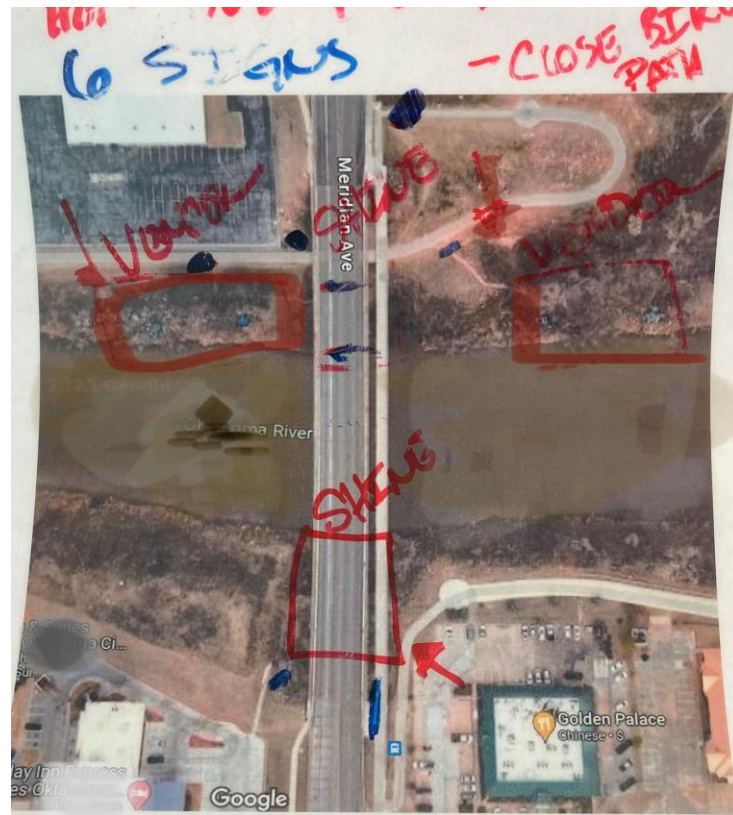
# Week 2

## Closure Maintenance Planning Begins

### Initial Closure Maintenance Planning Activities

- Closure maintenance team onsite planning meeting
- Closure maintenance strategy map prepared
- Resident notification of closure prepared (7-day, 3-day, 24 hour)
- Site Closure/No Trespassing signs ordered
- Cleanup team/vendors scheduled
- Site Closure/No Trespassing sign posting scheduled
- Fencing install scheduling (if applicable)
- Other closure maintenance strategies planned and budgeted (if applicable)
- Other closure maintenance strategies scheduled (if applicable)
- Law Enforcement standby scheduled for closure day with PD HOT (if applicable)
- Notify the specific Division of a site closure and develop a patrol schedule (if applicable)

# Closure Maintenance Plans



# Week 2 & 3

## Acquiring Units



### Dedicated Unit Team

- Dedicated staff or team for LL engagement
- Build inventory of pre-inspected, held units
- Inventory management tool
- Use data to build the inventory and engage properties strategically

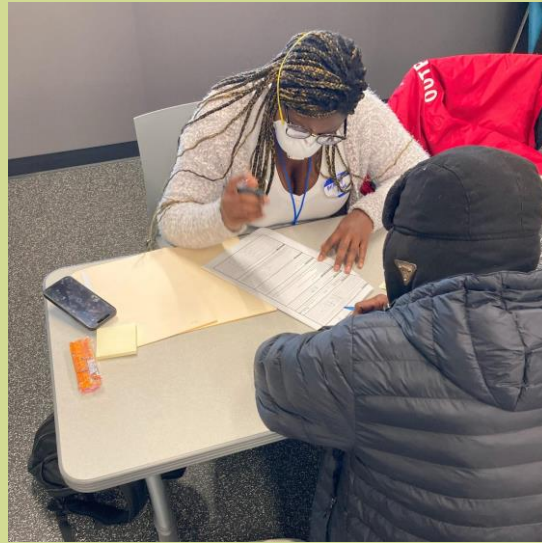
A screenshot of a web form titled "Homeless Services Flex Fund Request". At the top, there is a logo for "KEY to HOME" featuring a key icon. Below the title, there is a paragraph of text: "The organization that I work for is a member of the Key to Home Partnership. This flex fund request is for a client that is receiving active case management and is enrolled in HMIS. (Domestic Violence agencies are exempt from entering into HMIS, per the Violence Against Women Act (VAWA))." Below this text is a dropdown menu with the text "Please Select" and a downward arrow. Underneath the dropdown is a "Date" label and a text input field with the placeholder "MM-DD-YYYY" and a calendar icon. At the bottom of the form, there is a small text link: "Now create your own Jotform - it's free!"

### Using Incentives

- Unit hold fees
- Double deposits
- Signing bonuses
- Fees
- Held in a flex fund
- Usually private funding

# Week 3

## Apply for Units & Move-In Prep



### Unit Applications

- Not placing people, people choose where they want to live
- Encouraging application submission
- Managing units and applications
- Not letting the perfect inventory of units deter us from getting started



### Move-In Prep

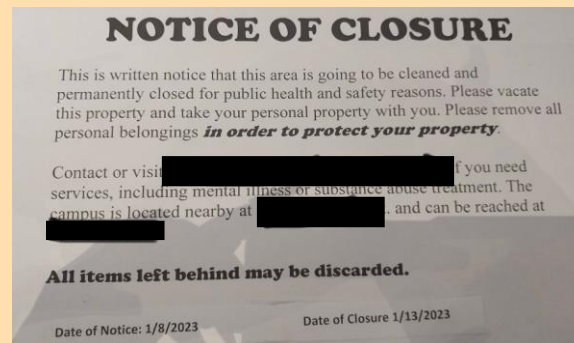
- Pre-inspections
- Secure move-in kits and furniture delivery
- Scheduling move-in dates and staffing for surge week
- Move-in expenses
- Packing

# Week 4 Move-In & Closure Notices



## Moving In

- Planning for furniture delivery
- Make decisions about how much can be transported
- Plan for transportation needs ahead
- Make decisions about which staff are lead client support on move-in day
- Determine when outreach transitions out

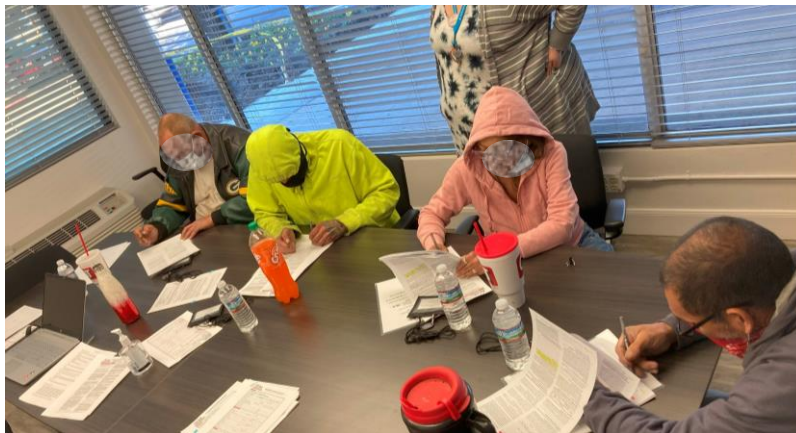


## Closure Notices

- Resident notification of closure given out (7-day, 3-day, 24 hour)
- Site Closure/No Trespassing signs posted at the site
- Clean up completed
- Fencing installed (if applicable)
- Other closure maintenance strategies implemented (if applicable)



# Move-In Support



# Sample Notices

[Redacted]

## NO TRESPASSING

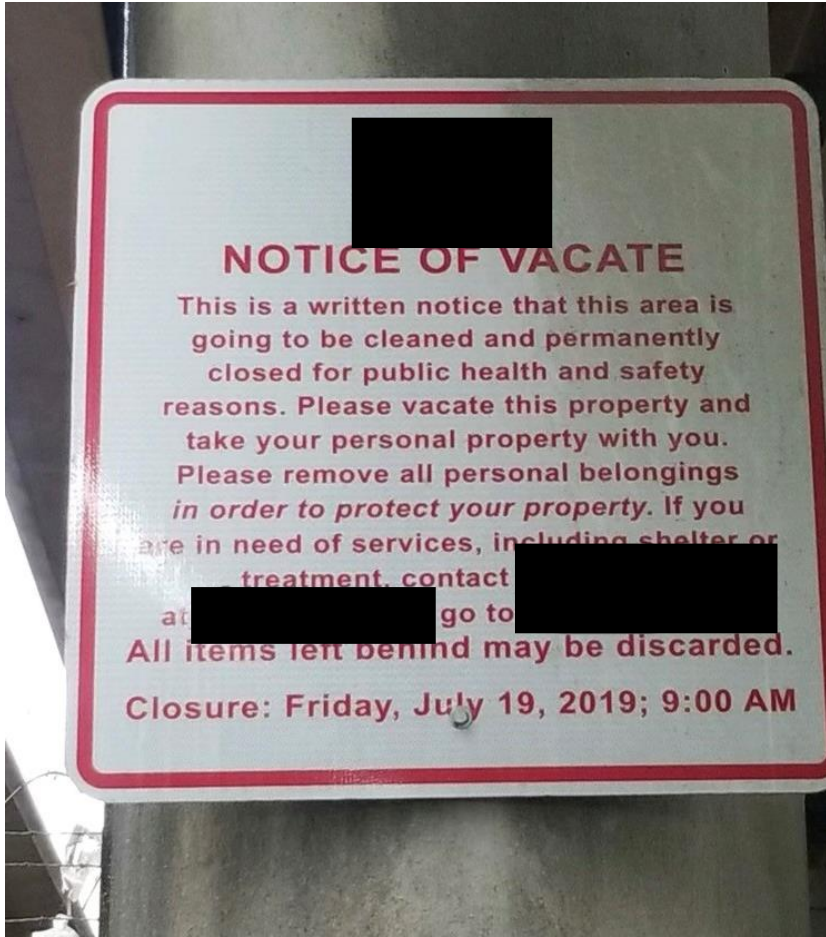
The [Redacted] has scheduled this area for clearing. Please remove any and all personal property not later than 5 p.m. on December 15, 2022.

If you need housing, shelter, or other services, an outreach worker will provide help and coordinate services with you. You are encouraged to work with this outreach worker as quickly as possible to access housing and services.

Any items you leave on this property will be removed as allowed by law on December 15, 2022, which is **24 hours** after the Notice Date below. After 5 p.m., December 16, 2022, any persons remaining on this site will be reported for violation of Section [Redacted] 2020, which prohibits trespass on public property. A first violation of this Code may result in a conviction of a Class "a" offense, which could result in a fine of up to \$500, not including costs and fees. Each day of violation will be a separate offense.

Notice Date: December 14, 2022

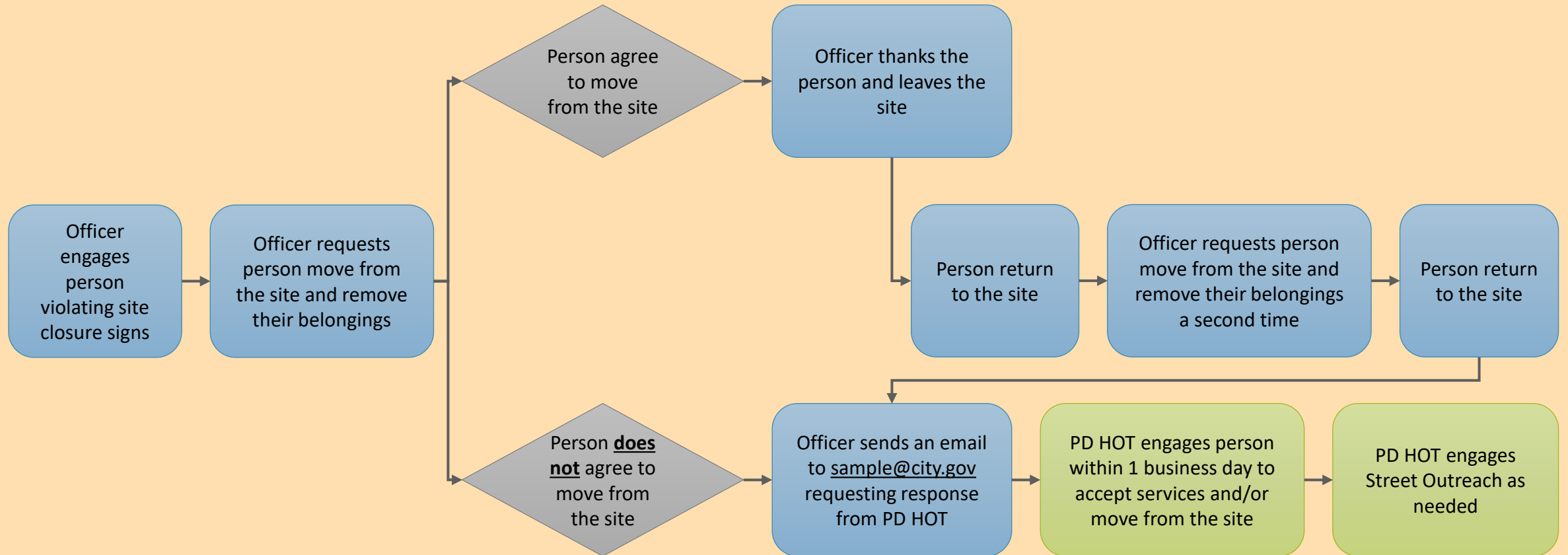
Outreach Specialist: [Redacted]



# Week 5

## Closure Maintenance Begins

### Sample Closure Maintenance Plan - Problem Solving



# Site Closure



# Site Closure



# Creating a “Yes” Culture Starts with Having the Right Tools

## WHEN WE HAVE HOUSING TO OFFER:

- We can work as a single team and communicate consistently with residents to avoid confusion and mistrust.
- We can operate with integrity - we can say what we do and do what we say. We don't over promise and under deliver for residents or leadership.
- We can problem solve our way to “yes” on almost everything and work in partnership with the resident.
- We can remain flexible to accommodate residents and landlords achieving our ultimate objective to permanently close encampment sites with every resident saying yes to permanent housing.

# Participant Feedback

- ❖ “I was negative and skeptical at first but the second time they showed up I knew this was different.”
- ❖ “I don’t go back though, but it is tempting to know you can get food and a coat or anything you need [outside].”
- ❖ “It was good...they give you a lot of information in that [PHA voucher] briefing.”
- ❖ “We need more [unit] choices, but we also have backgrounds, or I do, so I understand this is just a step.”
- ❖ “The urgency was helpful.”
- ❖ “You could tell they [outreach] cared from the heart.”

# KEY TO SUCCESS

## 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.

## Dedicated Landlord Engagement Team

The landlord engagement team model offers an opportunity to engage and broker access and secure a larger portfolio of units.

## Legal Notices

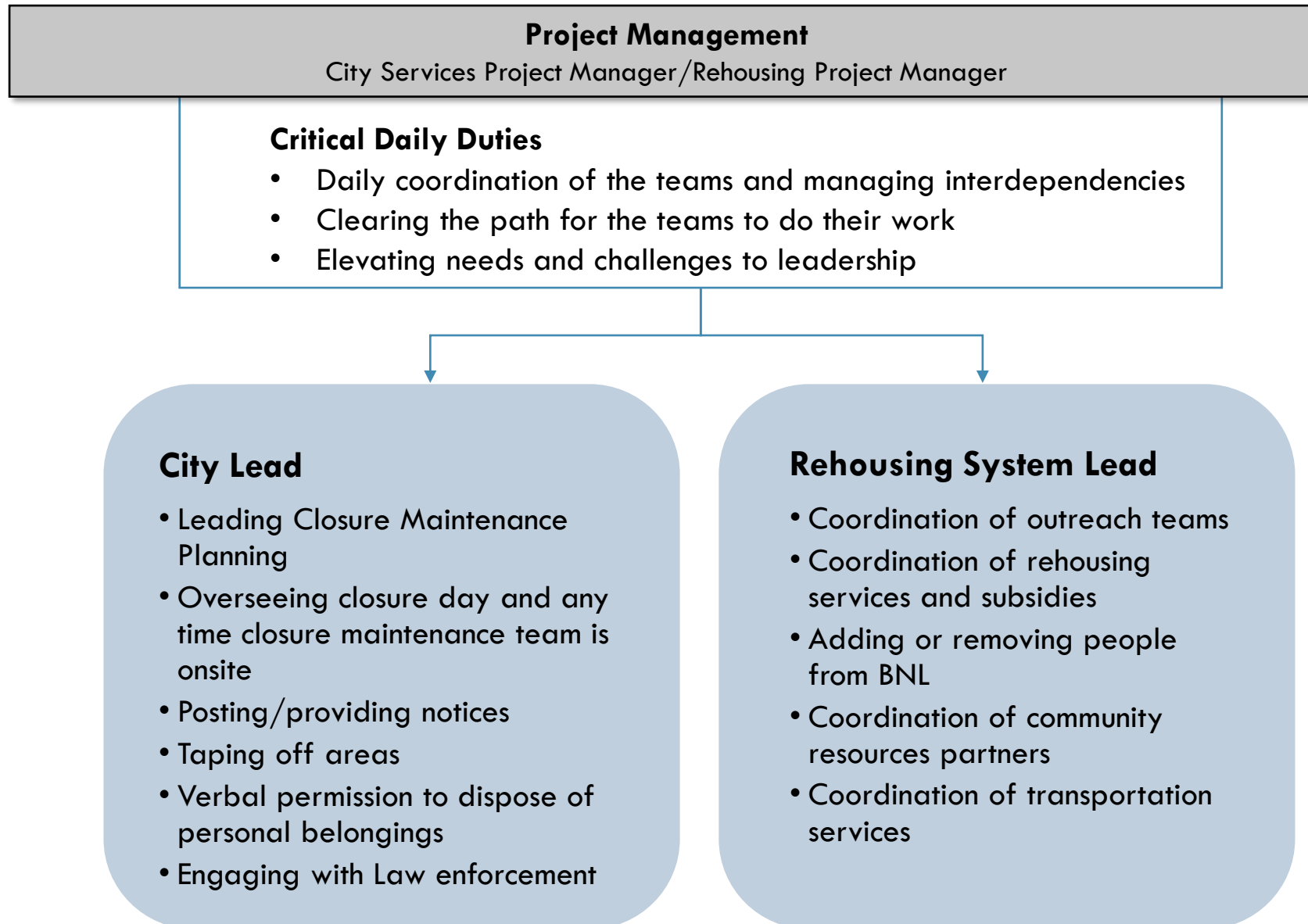
Legal notices were provided to residents 7 days, 3 days, and 24 hours prior to closure and were effective in notifying both residents and visitors of the site. Residents referenced the notice in conversations about details and timelines.

## Intentional Closure Maintenance Plan

New partnerships with the City departments, management districts and property owners required for closure maintenance were established during this process. Both newly established and existing partnerships will allow for faster communication and alignment and ongoing maintenance.



# Dedicated Project Manager is Critical to Success



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