

Learning Session: Unsheltered Track

Session #2

Planning an Encampment Resolution Initiative

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Unsheltered Learning Track

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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

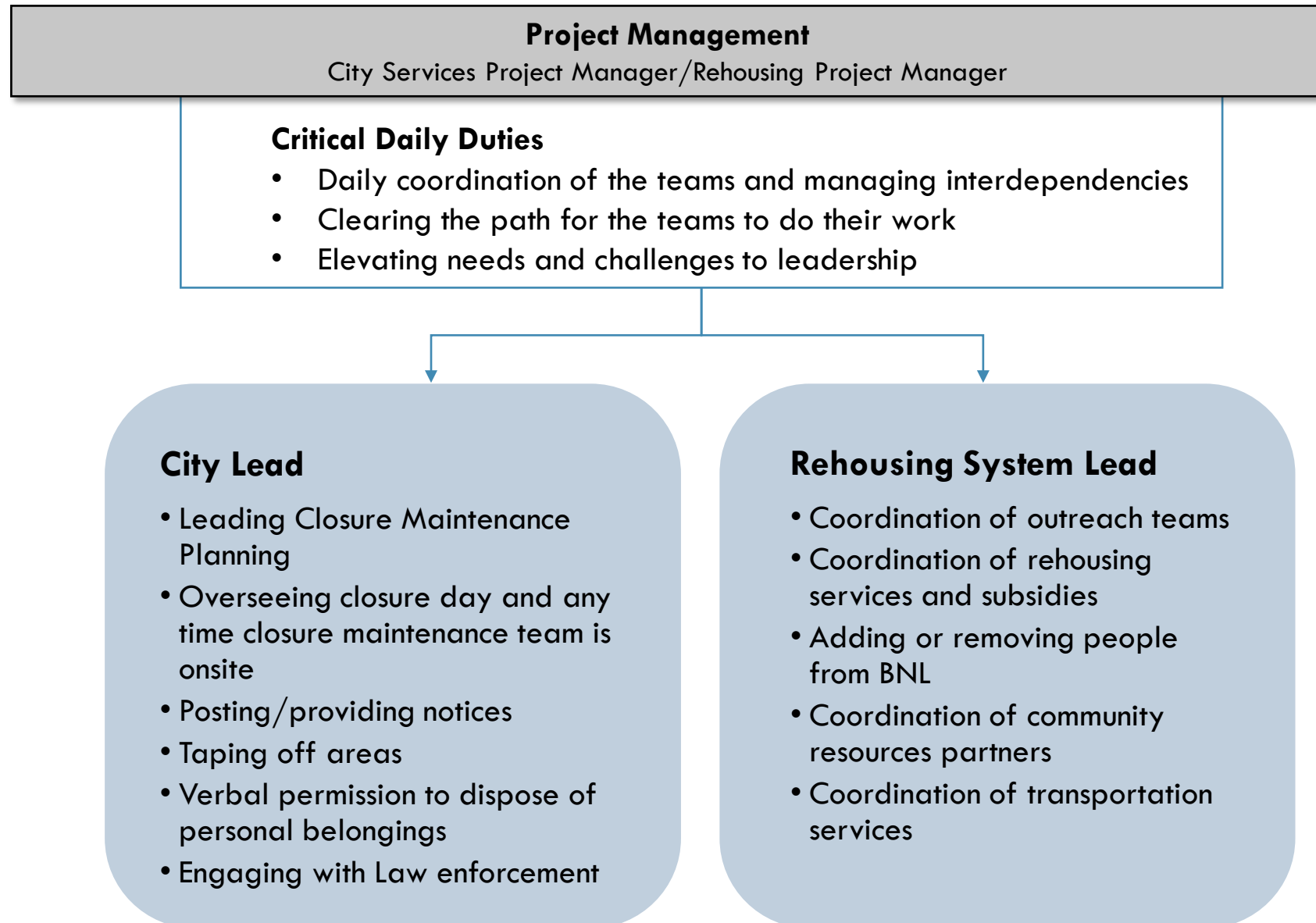
“Yes But” Categories

Any Cleared Up?

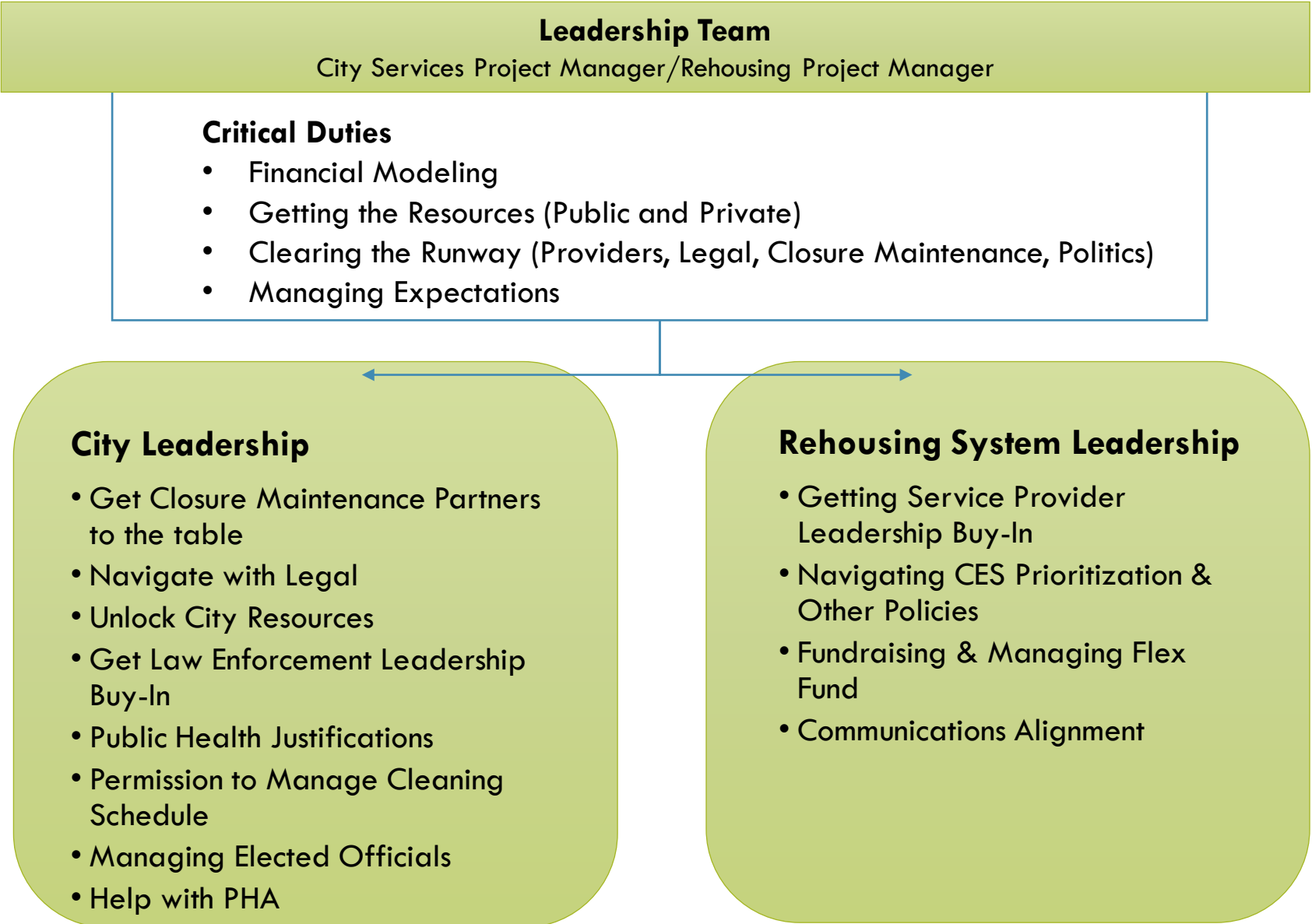
AGENDA

- Welcome Back
- Leadership Team
- Assessing Conditions and Selecting a Response Strategy
- Setting Targets and Milestones
- Packaging and Pitching

Dedicated Project Manager Is Critical to Implementation Success



Leadership Team Makes Implementation Possible



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

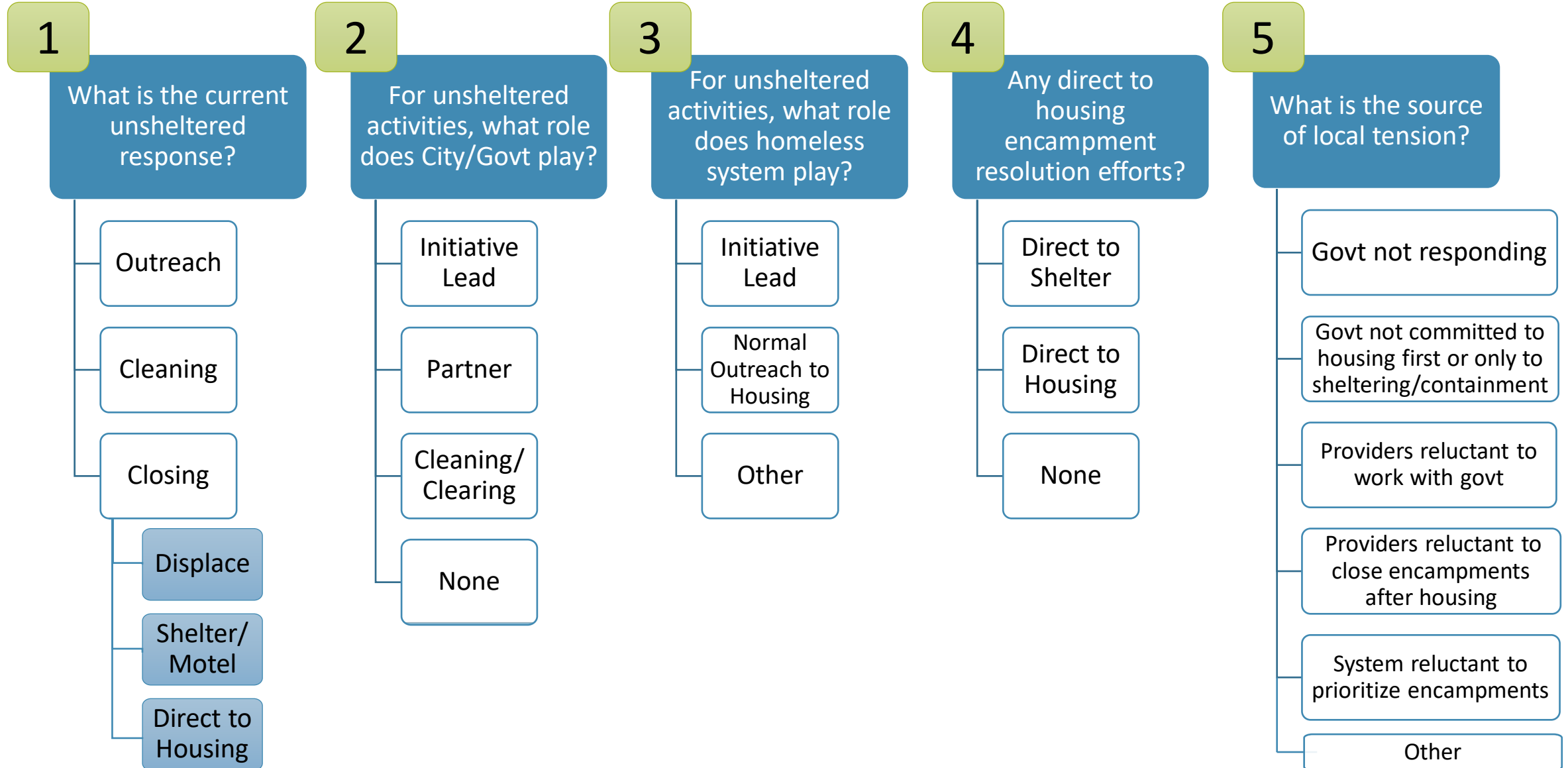
MANAGING EXPECTATIONS

- 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

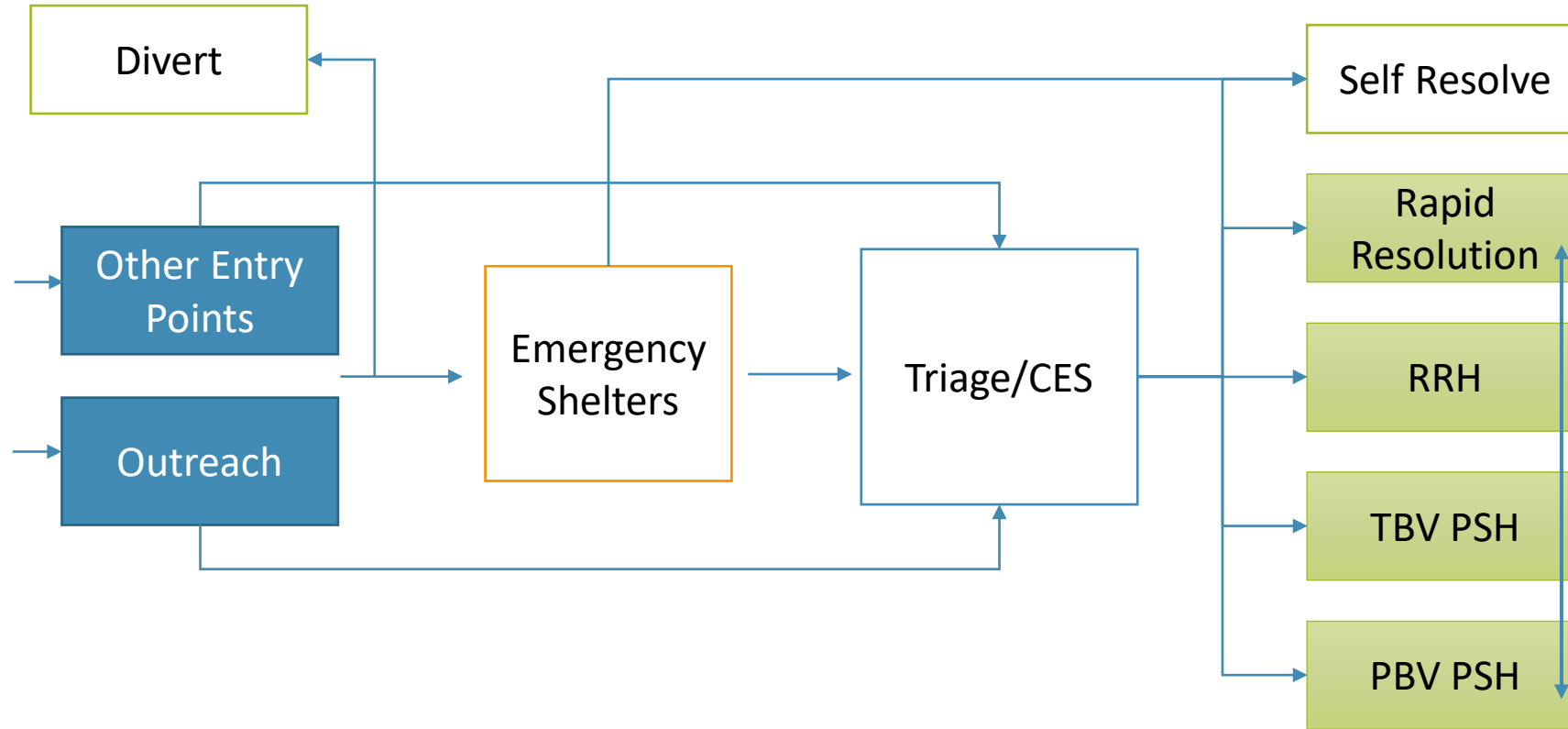
Quick Current Conditions Assessment Exercise

10 minutes

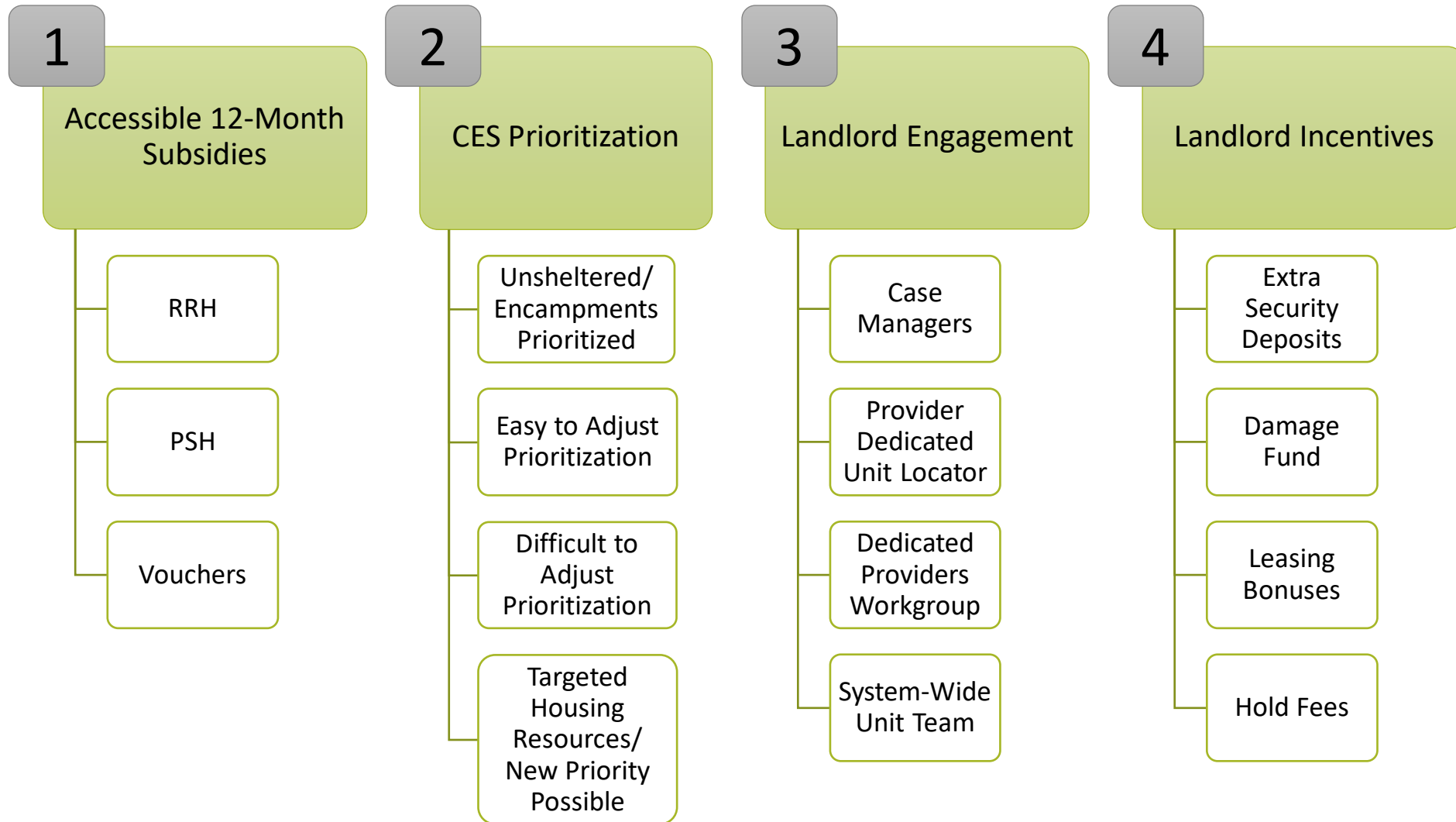
Assess Leadership Capacity & Conditions



Typical Homelessness Response System

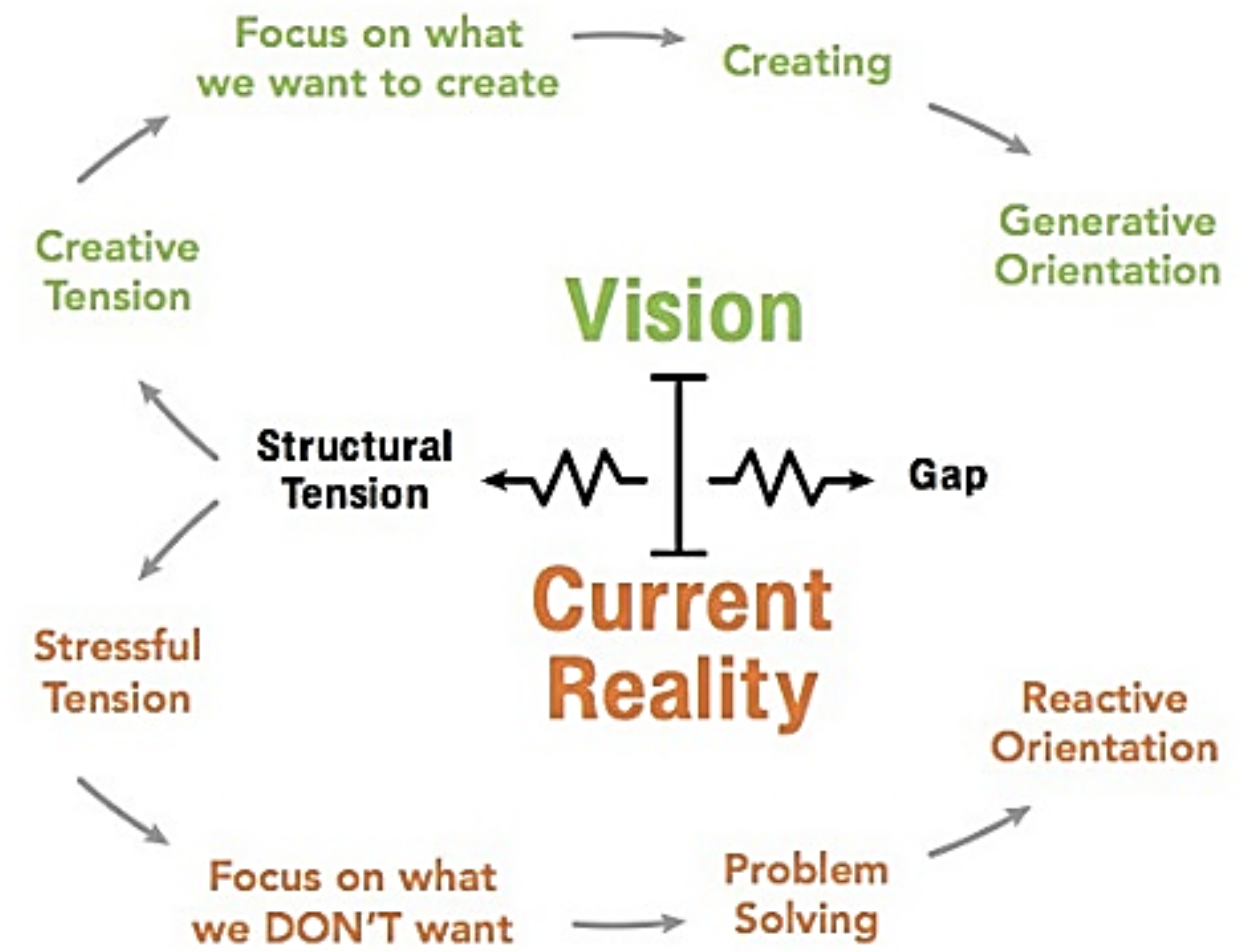


Assess Availability of Critical Resources



Building a Response Strategy

Creative Tension Model



Daniel H. Kim and Diane Cory. (Adapted from Robert Fritz, 1989, *The Path of Least Resistance*)

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.

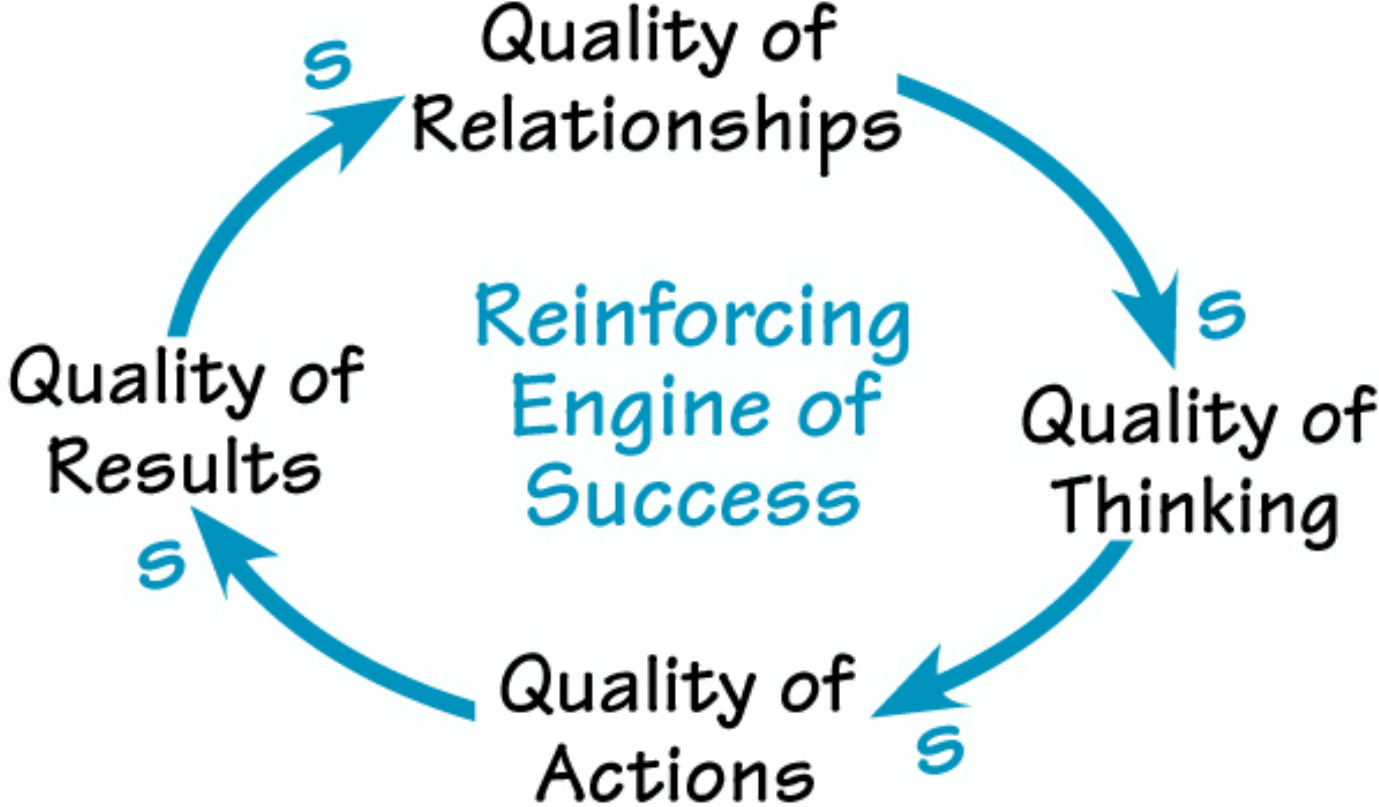
Biggest Decision Point

Shelter versus Direct to Housing

Non Congregate Shelter/Motels

- Seems easier, but its not
- Seems fast, but its not
- Takes more capacity when you already don't have enough
- Take lots of resources that could be housing folks
- Can perpetuate trauma – moving twice quickly, esp. NCS
- Hurts our messaging and influence over long-term investments
- Can work and be fast if it is lease based housing – which is direct to housing but housing that takes more operational dollars to manage.

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

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?

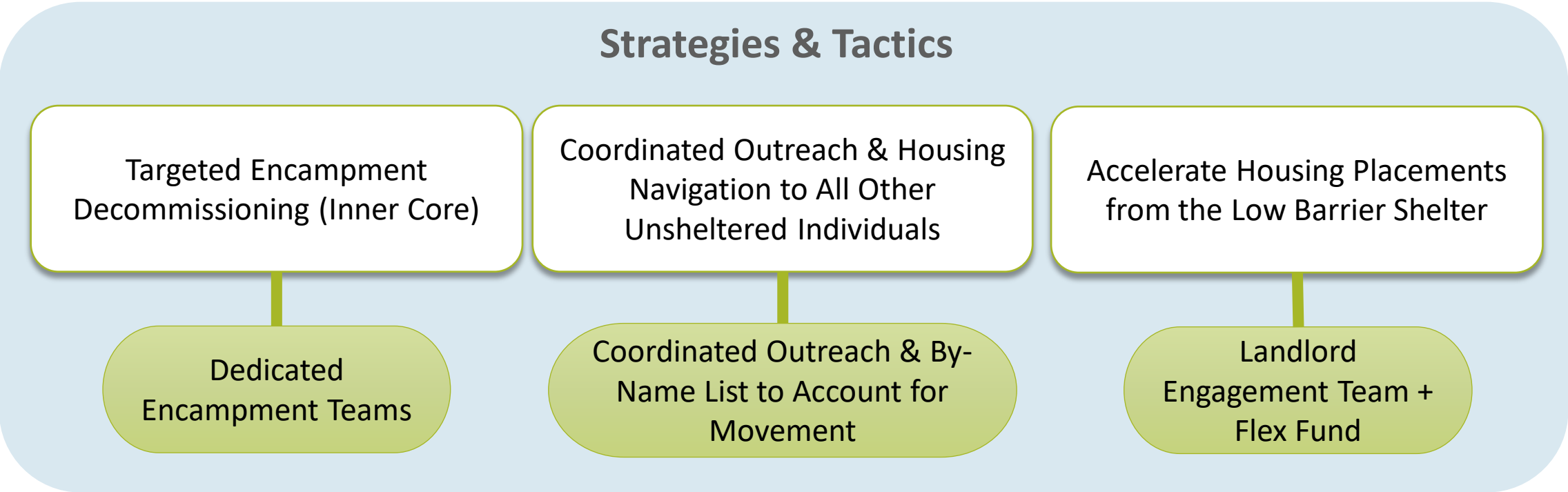
Can you find an outreach team to try this with?

Packaging & Pitching

Examples from New Orleans and Oklahoma City

Collective Effort to Systematically Reduce *Unsheltered* Homelessness

Ambition #1
Reach Low/No Unsheltered Homelessness
(2025 & 2026 PIT)



What's Different About this Approach?



Maximize direct to **Housing + Support Services** pathway – reducing the number of steps, fail points, and time to exit homelessness



Attach supports to housing to create a longer-term safety net



Buy our way into the rental market – financial incentives and dedicated landlord team to support the business relationship

Step 1 – Start the Targeted Encampment Work

(Prep in Progress)

To fully refine our budget and timeline for this Unsheltered Initiative, we must determine:

- Level of incentives needed to get into the market – establish the flex fund
- Quality of the available rental units
- Timeline for gathering vital documents
- Case management capacity and effectiveness
- Closure maintenance partnerships

Step 2 – Update Financial Model & Activate Funding

(In Progress - DRAFT)

Strategies & Tactics

2023-2024

Targeted Encampment
Decommissioning (Inner Core)

2023 - 2025

Coordinated Outreach & Housing
Navigation to All Other
Unsheltered Individuals

2023 & Beyond

Accelerate Housing Placements
from the Low Barrier Shelter

420+ Rehousing Packages

Unsheltered NOFO Award (Secured)

(Includes \$500K in committed cash & \$14M in leveraged services)

150+ Rehousing Packages

UNITY ERA (Secured) + City ARPA (Proposed)

63+ Rehousing Packages

French Quarter Mgmt District (Proposed)

375+ Rehousing Packages
Annually

Existing CoC Funds

(Secured + modest annual expansion)

Future Sustainable Funding
Supporting <90 day stays in
shelter and a safety net to
prevent returns to
homelessness

**Rehousing Package = housing navigation + rental subsidy + case management)*

Step 3 – Activate the Flex Fund for Targeted Encampments

- New Fund
- Provides flexible resources to:
 - hold rental units
 - pay administrative fees (bonuses) to quickly approve and make ready units
 - Utility and other deposits and fees
 - Damage mitigation funds
 - Move-in kits and basic furnishings
- Necessary to move people faster (reduce from 60+ days to <30 days)
- Initial modeling puts this at \$1M+ for targeted encampments (~500 individuals)
- Need about \$100K to get started

**Continued modeling will leverage existing UNITY warehouse and define the necessary level of the flex fund for ongoing rehousing activities.*

Collective Effort to Effectively End Homelessness in NOLA

Ambition #2
**Transform Homeless Response System &
Sustain Low/No Unsheltered Homelessness**



Next Steps

Community Planning and Design
Improvements (Oct – May 2024)

Establish Strategic Command
(Mayor's Office + CoC Lead)

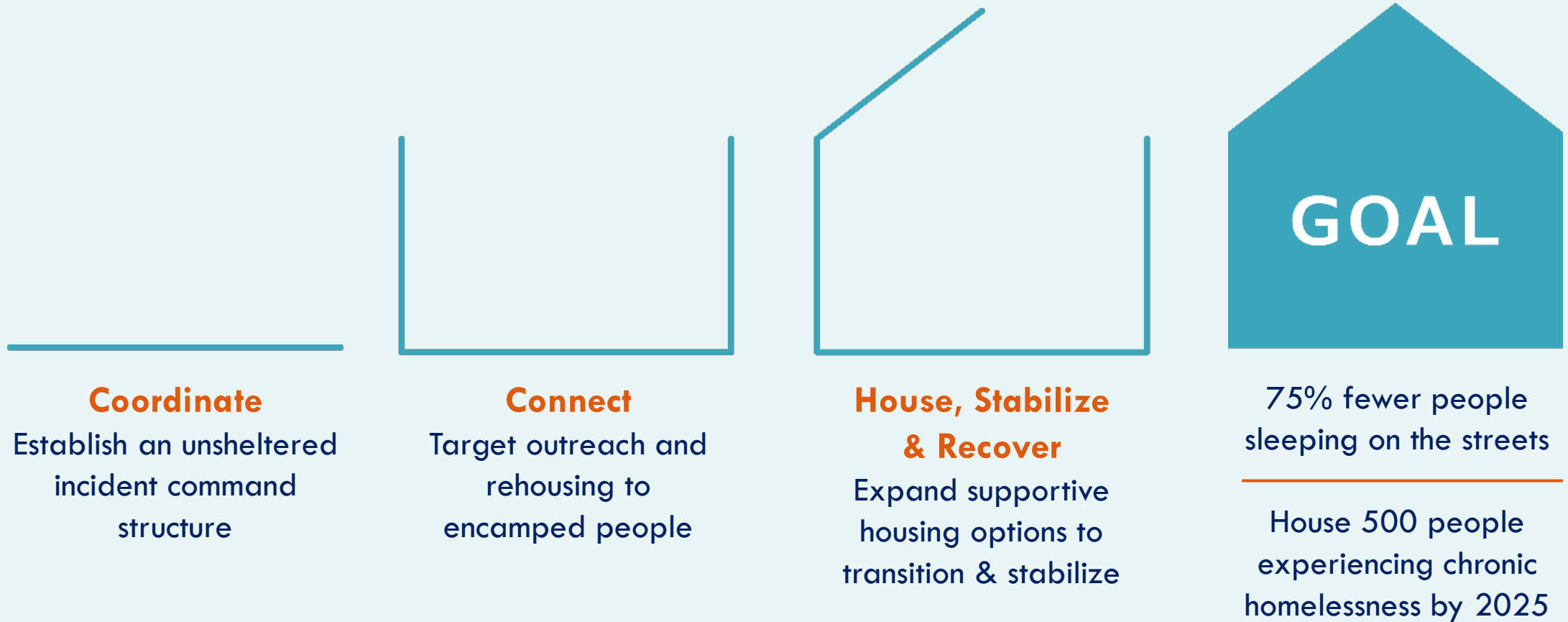
Active Performance
Management

4 | REDUCE UNSHELTERED HOMELESSNESS

2023-25

Set Goals & Use Framework

House people living in encampments and permanently close those encampments.





**ENCAMPMENT
REHOUSING
INITIATIVE**





FUNDING OVERVIEW

Public/Private Partnership to Accelerate Results

- City Funds
- State Medicaid
- Federal HUD Funds
- Philanthropy
- Corporate Partners
- Individual Donors

\$24,400
per person

Connect, House, Stabilize & Recover

+

\$300,000
fixed costs

Coordinate - Expanded Management Capacity

= \$12.5M

Total Cost



SUMMARY FINANCIAL REQUIREMENTS

(2-year Program)

COMPONENTS	ANTICIPATED COSTS	FUNDING SOURCES	
		Public	Private
Housing Navigation Center Navigation services /interim residential beds	\$1,300,000	✓	✓
Rental Subsidies Includes security deposits for 500 people for 1 year	\$6,900,000	✓	✓
Stabilization Services Case management for 500 people for 1 year	\$2,000,000	✓	✓
Landlord Incentives and Move-in Kits Unit hold fees, furniture, household supplies, food	\$1,000,000		✓
Expanded Management Team	\$300,000*	✓	✓
Administration	\$1,000,000	✓	✓
Total Program Cost	\$12,500,000	(\$5-7 M)	(\$5-7 M)

*estimate – exact TBD pending budget approval of additional FTE and launch date